

# FINANCIAL TIMES



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**Changing hands**  
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World Business Newspaper

FRIDAY JANUARY 19 1996

## IBM profits beat 1990 level after strong earnings

International Business Machines reported stronger than expected earnings for the fourth quarter and ended the year with its highest profits since 1990. Net income for the quarter, after special charges, was \$1.7bn, or \$3.09 a share - a 41 per cent increase over the same period a year ago. Louis Gerstner, chairman and chief executive, said: "Our quarterly and full-year results indicate that our fundamental strategies are working." He said IBM was focused on "completely transforming" its traditional businesses to address the market for networked computer systems. Page 21

**McDonnell Douglas project in doubt** Doubts were raised over the future of McDonnell Douglas's wide-bodied MD-11 airliner after the US defence and aerospace company recognised a shortfall in demand for the aircraft by taking a \$1.8bn fourth quarter charge. Page 22

**HSBC reveals \$42m fraud** HongKong Bank has discovered a \$42m fraud in its main branch in Jakarta. The bank gave no details of the fraud, which occurred in December and is currently under investigation by Indonesian authorities. Page 20

**Breakthrough in nuclear test ban talks** Disarmament negotiators in Geneva said "substantial progress" had been made towards agreeing a landmark nuclear test ban treaty within the next six months. Page 4

**Hopes for deal on German jobs** German engineering employers and the IG Metall trade union appeared to be edging towards a compromise over union demands that industry should take on up to 300,000 extra workers in exchange for workers agreeing to wage restraint. Page 3

**Scania signs bus deal with China** Scania, the Swedish truck maker, said it had signed a joint venture agreement to build buses in China and was considering a similar move into truck production. Page 4

**Doctor's book on Mitterrand withdrawn** The family of former French President Francois Mitterrand, who died this month, succeeded in its efforts to have withdrawn from sale a book published by one of his long-serving doctors. Page 3

**Dispute over fighter project resolved** Germany and Britain have resolved their dispute over the allocation of work on producing the four-engine Eurofighter, clearing the way for manufacturing the aircraft. Page 2

**US may appeal against petrol ruling** The US is considering an appeal against a World Trade Organisation dispute panel judgement that US regulations on cleaner petrol discriminate against imports. Page 4

**Apple shares drop sharply** Apple Computer shares dropped sharply as Wall Street analysts downgraded the stock in the wake of the US personal computer company's first fiscal quarter losses. Page 22; Lex, Page 20

**Anglo American may cut 10,000 jobs** Anglo American Corporation warned that 10,000 mining jobs in South Africa were at risk unless there were significant improvements in costs and productivity. Page 26; World Stocks, Page 40

**Pool player dies** Rudolf Wanderone, the sharp shooting New York pool player known as Minnesota Fats and portrayed in the movie *The Hustler*, died of heart failure, aged 82. He could play with either hand and was known for wearing \$100 bills in the handkerchief pocket of his jacket.



## Nine killed in fire at German hostel

Police detained two men after a fire in which nine people died and more than 50 were injured at a foreigners' hostel (above) in the north German port city of Lübeck. Most of the residents were asylum seekers or ethnic German immigrants and prosecutors investigating the cause of the blaze have not ruled out arson. Page 2

STOCK MARKET INDICES			
New York Composite	5083.16	(+16.25)	
Dow Jones Ind. Av.	3087.8	(+16.25)	
NASDAQ Composite	1001.88	(+3.68)	
Europe and Far East			
London	2380.00	(+5.94)	
Frankfurt	2380.00	(+5.94)	
Paris	2380.00	(+5.94)	
FT-SE 100	2380.00	(+5.94)	
Nikkei	2380.00	(+5.94)	
US BOND YIELD RATES			
1-mo Treasury	5.5%		
3-mo Treasury	5.5%		
6-mo Treasury	5.5%		
1-yr Treasury	5.5%		
2-yr Treasury	5.5%		
3-yr Treasury	5.5%		
5-yr Treasury	5.5%		
10-yr Treasury	5.5%		
30-yr Treasury	5.5%		
NORTH SEA OIL (Barrel)			
Brent 15-day (Mar)	\$17.26	(+0.05)	
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# French economy gets confidence vote



Trichet: high marks for Juppé

By David Buchanan in Paris

The Bank of France yesterday sent out what it called "a message of confidence" in the government's current economic reforms and in the basic health of the economy over the medium term. It backed it up with a further interest rate cut.

The central bank lowered two key interest rates by a quarter point to bring the intervention base rate to 4.2 per cent and the "repurchase" rate to 5.6 per cent. It was its first rate cut since the end of last month's public sector strikes.

In setting out the central

bank's targets for 1996, Mr Jean-Claude Trichet, the governor, forecast the economy could grow by 2.5-3 per cent "over the medium term", and that there was "potential for a rebound in 1996".

He acknowledged the slowdown in recent months, but said confidence was justified because of "the pursuit of the reduction of public deficits, structural reforms, the solidity of the franc and progress towards monetary union".

In contrast to last year, when the governor warned the then government of Mr Edouard Balladur about the dangers of letting the budget

deficit drift, Mr Trichet appeared to give Mr Alain Juppé, the prime minister, high marks for trying to push through unpopular welfare reforms and budget cuts.

The central bank, which two years ago was made independent of the government in the setting of monetary policy, said that it aimed to contain inflation to no more than 2 per cent and to let the monetary aggregates rise by 5 per cent to allow for growth.

On the latest figures, the monetary aggregates rose last year by no more than 3.9 per cent, while inflation was well below 2 per cent.

After a meeting with Mr Trichet yesterday, several National Assembly deputies said that they thought France was running the risk of an actual deflation of prices and activity and that more should be done to boost growth.

Mr Trichet claimed the economy had "important reserves of power" on which it could draw in the form of a high average savings rate by households, the fact that companies had on average more than enough cash to finance new investment on their own, and the country's trade and current account surplus.

Mr Trichet said the Bank of

France's nine-member monetary policy council, which he chairs, believed that "the growth in confidence in the economy, notably over the medium term" should improve the climate for investment by companies and reduce the precautionary tendency of consumers to save rather than consume.

Meanwhile, the Insee statistics agency confirmed its earlier estimate that growth in the third quarter of last year had slowed to 0.2 per cent, after the same level of expansion in the second quarter and 0.7 per cent growth in the first three months of last year.

## EUROPEAN NEWS DIGEST

## Belarus warns over weapons

Mr Alexander Lukashenko, the maverick president of Belarus, yesterday warned he would allow nuclear weapons to be stationed in his republic again if eastern European countries are admitted to the Nato military alliance.

"I am afraid we will have to redeploy in Belarus the nuclear weapons that were withdrawn from it" if Nato extends membership to eastern Europe, Mr Lukashenko said.

Redeployment of nuclear warheads to Russia after the collapse of the Soviet Union, would cause concern throughout the west and could derail the nuclear disarmament process which began in the 1980s. Mr Lukashenko, who has a reputation for making outrageous political claims, is a strong advocate of re-uniting his Slavic state with Russia and is a political ally of the anti-western hard-line faction in Moscow, some of whom advocate reunion between the two states.

Christina Freeland, Moscow

## Hungary acts to reduce debts

The Hungarian government yesterday decided to use Füzén (387m) of last year's surplus privatisation revenues to pay off part of the country's crippling state debt.

The move is a blow to trade unionists and the left-wing of the ruling Socialist party, which has lobbied hard for extra financing for development and infrastructure projects.

Mr Lajos Bokros, finance minister, who masterminded last year's successful austerity package, and the central bank insisted the funds be used to reduce the national debt, which imposes a heavy interest burden on the budget.

Before yesterday's decision, Füzén of last year's record F460bn privatisation revenues had already been allocated to the 1996 and 1997 state budgets. The balance is to be used to cover expenses and debts of APV Rt, the privatisation agency.

Virginia Marsh, Budapest

## Mr Harold A Whelehan SC

On November 21 1994, we commented editorially on the fall of the Irish Government, led by Mr Albert Reynolds. This event followed a seven-month delay of the extradition process from the Republic of the paedophile priest, Brendan Smyth.

The delay in extradition took place in the office of the Attorney General, then Mr Harold Whelehan. The Financial Times has studied the evidence of Mr Whelehan and officials of his department which was given, subsequent to our publication, to a parliamentary committee of inquiry in Dublin. We are happy on that basis to accept that Mr Whelehan had no personal knowledge of the case in question, which was dealt with by an official of his department, and was never drawn to his attention.

## Alitalia negotiations break down

Talks between Alitalia and unions on restructuring Italy's state-owned airline have broken down amid mutual recrimination. But pilots came in for the most blame in holding out for pay increases negotiated secretly last summer and subsequently rejected by new Alitalia management.

The impasse means that the government will almost certainly have to intervene, but little can be done until a new government is formed.

Yesterday Mr Michele Tedeschi, head of Iri, the state holding that owns Alitalia, warned it was impossible to relaunch the troubled national carrier with fresh capital without a truce on the labour front.

Alitalia, which lost L157bn (\$125m) in the first half of 1995, has debts of L3,558bn and is reckoned to need a capital injection of L1,500bn. Debt-ridden Iri would be hard-pressed to provide this, while direct state aid risks falling foul of EU competition policy rules.

Robert Graham, Rome

## De Beers talks with Russia fail

The Russian government and De Beers agreed this week to extend their diamond-selling agreement until March 1, but have not yet reached a new long-term deal regulating their relationship.

In 1990, Moscow and De Beers signed a five-year pact giving De Beers the exclusive right to purchase 95 per cent of the rough diamonds exported by Russia. But that agreement expired last month and, despite several rounds of negotiations, Russia and De Beers have failed to agree on a new arrangement.

According to the Russian news agency Interfax, additional talks are due to be held over the next few weeks.

If De Beers, which controls more than 80 per cent of the world market in rough diamonds, fails to reach an agreement with Russia the shape of the global diamond industry would be seriously altered.

Christina Freeland, Moscow

## Azerbaijan agrees oil transit

Russia and Azerbaijan yesterday signed a long-awaited oil transit agreement, viewed as an essential step for developing the massive oil resources lying under the Caspian Sea. The delay in signing the agreement, which had been finalised last autumn, was causing concern among members of an international consortium which is exploiting the Caspian Sea oilfields. The signatories blamed the delay purely on "technical problems".

The Azeri government has guaranteed that at least 5m tonnes of oil a year will flow through the Russian pipeline system by the year 2002 for export on to world markets. The oil will flow through an existing pipeline infrastructure, which runs from the Azeri capital of Baku through the troubled region of Chechnya to the Russian Black Sea port of Novorossiysk.

Mr Valery Chmeravayev, the president of Transneft, the Russian pipeline operator, said this route was the best option. But concerns about the political instability in Chechnya have ensured other outlets are being developed for Caspian oil, via Georgia and Turkey.

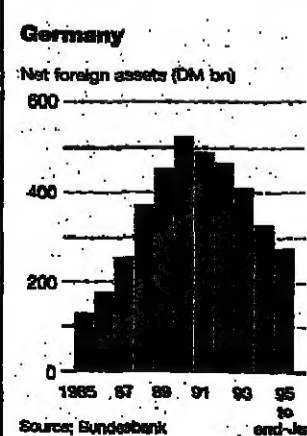
John Thornhill, Moscow

## ECONOMIC WATCH

## German foreign assets fall

Germany's net foreign assets - held by companies, banks, individuals and the public sector - have fallen sharply in recent years to DM248bn (\$168bn) in mid-1995 as a result of current account deficits and the rising D-Mark, the Bundesbank said. This compared with DM498bn at the end of 1991. Germany has the world's second largest net foreign asset total after Japan's \$689bn at end-1994, while the US had net liabilities of \$631bn, reflecting its high current account deficits. The Bundesbank said DM122bn (60 per cent) of the fall in Germany's net external asset figure since 1991 was caused by current account deficits. The rest was due to valuation changes over the last year and a half through the D-Mark, mainly against the dollar.

The gross foreign asset total rose by DM564m to DM2,301bn after 1991, one reason being the introduction of a withholding tax in 1993 that led domestic investors to send funds abroad. This was offset by gross liabilities of DM2,017bn, up by DM773bn over the period. The fact that nearly 80 per cent of these were in D-Marks showed foreign investors' confidence in the German economy, the bank said. Andrew Fisher, Frankfurt



## Dispute over fighter project resolved

By Bernard Gray, Defence Correspondent

Germany and Britain have resolved their dispute over the allocation of work on producing the four-nation 232bn (\$49bn) Eurofighter, clearing the way for manufacturing the aircraft. An agreement establishing production lines and tooling is likely by the summer.

At a meeting in Britain's defence ministry yesterday Mr Jörg Schönbohm, the German armaments secretary, and Mr James Arbutnot, the UK procurement minister, agreed that Germany would increase its order for Eurofighters to 180 from 140, while Britain would buy 230 of the aircraft, rather than its initial proposal of 260.

Under the terms of the memorandum governing the project (which also includes Italy and Spain), this allows Germany to secure 30 per cent of the work, the minimum it regards as acceptable.

Britain will have about 38 per cent.

Both ministers said that the deal, which has to be ratified by the German parliament, effectively closed the dispute over work shares, which has been running for a year.

"This resolves the issue of work share and provides a firm basis for industry and the four partners to plan the future stages of the Eurofighter project," they said in a joint statement yesterday.

Mr Schönbohm's confidence in announcing the work share issue settled suggests that the government believes the increased numbers will not be blocked by parliament.

The companies involved, primarily British Aerospace, Daimler-Benz Aerospace (Dasa), Alenia and Casa, will now be asked for final costings on production of the aircraft, with the essentially fixed-price production terms to be included in the production contract.

Provided the costings are acceptable, there are now no barriers to making the aircraft, which has been dogged by dispute and controversy since Germany threatened to withdraw in 1992.

Flight testing continues, and the manufacturers are particularly pleased with the progress of the third prototype DA3, which is the first to fly with the new EJ200 engine.

While Britain is cutting its initial order, reduced numbers elsewhere mean that its work share will rise from 33 per cent to 38 per cent, which is worth an extra £1bn to British industry. If Britain eventually decides to replace its Harrier GR7 attack aircraft with Eurofighters, it could order up to 70 more.

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## Greek party puts its faith in moderniser

Kerin Hope profiles the man set to take over from Papandreou

In a country of colourful politicians, Mr Costas Simitis, Greece's prime minister-elect, stands out by being ordinary.

After resigning last September as industry minister over a botched attempt to privatise the country's largest shipyard, he went back to his second career, teaching law at the Pantheon university in Athens.

There, he produced the latest in a series of books on modernising Greece.

His moderate views, and a track record of smoothing Greece's often stormy relations with Brussels in the 1980s, were instrumental in Mr Simitis's emergence as the leader of the pro-European faction of the governing Panhellenic Socialist Movement (Pasok).

Nonetheless, his political pedigree has the stamp of Pasok's radical origins.

In an effort to shed his "dull and boring" image before yesterday's parliamentary vote, Mr Simitis reminded an interviewer of his membership of a left-wing group which staged bomb attacks around Athens during the colonels' dictatorship in the early 1970s.

After months in hiding, he fled to Germany, where he became prominent in the Panhellenic Liberation Movement, the forerunner of Pasok, while teaching at Konstanz university.

Mr Simitis's background in what the Socialists called Greece's "national liberation struggle" against the junta will be an asset in the next few months as he tries to assert control over Pasok.

He will be political host to the party until he is elected its leader in succession to Mr Andreas Papandreou at a special congress, due to be held in

June. Mr Simitis will need help from Mr Akis Tsochatzopoulos, runner-up in yesterday's vote, to rebuild bridges with influential Pasok members loyal to Mr Papandreou.

The loyalists are still angry with Mr Simitis over his campaign last year, with other prominent party rebels, to force the ailing prime minister into retirement.

When Pasok first came to power in 1981, Mr Simitis earned a reputation as a troublemaker by renegotiating Greece's relationship with Brussels.

Mr Papandreou had threatened to take Greece out of what was then the European Community, but allowed Mr Simitis to shore up relations after it became clear that continued membership would bring cash benefits equivalent to around 2 per cent of gross domestic product yearly.

Mr Simitis later took over as economy minister to supervise an economy stabilisation programme agreed with Brussels in return for an emergency balance of payments loan.

His reputation soared after he resigned his portfolio in 1986 in protest at Mr Papandreou's insistence on giving public sector workers an extra pay rise, which he said would rule out any chance of meeting the 1987 inflation target.

The economy will again be Mr Simitis's priority, in particular pushing through structural reforms without which last year's progress on reducing inflation and the public sector deficit will be quickly undermined.

Privatisation, which was Mr Simitis's weak point during his time at the industry ministry, must be speeded up, together with reforms of the public



Mr Costas Simitis: A man of moderate views but with roots in Pasok's radical origins

administration, which is having difficulty in drawing down the large amounts of EU aid being made available to help poorer member states catch up with their richer partners.

Mr Simitis underlined some of Greece's problems in his speech yesterday to deputies: "Sadly, we lag behind in education, research, technology, in public administration, in strategic planning. Moreover, the civil service is incapable of putting policy into practice."

As industry minister, he proved unexpectedly reluctant about privatisation, delaying the flotation of Greece's oil refining and petroleum products group, and refusing to back a public offering of a 25 per cent stake in OTE, the state telecoms organisation.

Mr Simitis's close ties with public sector unions controlled by Pasok which opposed privatisation are blamed for his procrastination.

But union support was crucial to building his candidacy to replace Mr Papandreou.

Resistance to partial privatisation of state corporations is fading as Pasok tries to cultivate the role of the small shareholders. The scale of planned privatisations has been cut back - only 10 per cent of OTE will be offered for sale through the Athens stock exchange later this year - and shares will be offered at a discount to thousands of employees and pensioners.

But, given the scale of Greece's economic and administrative problems, there will be no margin for Mr Simitis to give way to indecisiveness, the most frequent criticism levelled against him by political colleagues and Greek businessmen.

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## Nine die in Lübeck hostel blaze

By Judy Dempsey in Berlin

Nine asylum seekers, including three children, died and 35 people were seriously injured yesterday when a fire swept through a hostel for foreigners in the northern German city of Lübeck.

Mr Michael Böckenhauer, the city's public prosecutor, said the fire started simultaneously in several places, indicating arson. If arson is confirmed, it will be the worst attack on foreigners in Germany's post-war history.

Police would not confirm if the fire was arson but they detained three young men who were seen getting into a car near the hostel 10 minutes after the fire started.

The hostel had provided a refuge for asylum seekers from Syria, Lebanon, Zaire and Togo, as well as ethnic Germans from Russia and other CIS states. Many had tried to jump from the upper floors as the fire spread rapidly through the building. It was still smouldering by lunchtime yesterday.

Inhabitants of Lübeck were stunned by the incident. "If this is arson, there's no end to it," a shopkeeper said. "People have tried to burn the synagogue twice over the past two years." The firebombings of the synagogue were the first since the Nazi era.

Officials from Germany's Commission for Foreigners, a government-backed department which monitors attacks on them, and has sought ways to speed integration of Germany's 6m foreigners, said it feared the worst. "We don't want to comment yet. We don't know if extremists killed these people," one said.

Right-wing extremists have killed 15 foreigners since 1991. The worst case was a 1993 firebombing in the west German town of Solingen; five Turkish women and children died.

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## France's suburb of shame urges jobs plan

Rows of high-rise blocks dominate the skyline south and east of Lyons, signalling the presence of one of the more troubled suburbs to be targeted in the French government's latest urban initiative.

Minguettes, part of the municipality of Vénissieux, came to national prominence as a synonym for dissatisfaction during the "hot summers" of 1981 and 1983 when it was the scene of violent rioting.

The incidence of crime is high, as are other social problems such as drug abuse and educational failure. Nearly a quarter of the population are classified as immigrants, more than one third are under 19, and more than 22 per cent live in households numbering more than five people.

Yesterday, those most closely involved with the community's problems gave a muted response to the govern-

## Andrew Jack reports on a high-rise ghetto where urban renewal initiatives have come and gone

ment's Ffr5bn (\$1bn) urban regeneration scheme. Community workers were sceptical about whether the range of measures announced by Mr Alain Juppé, the prime minister, in Marseilles, were substantial enough to improve the outlook for young people, and warned that if they did not, the level of frustration would grow.

Mr André Gerin, the Communist mayor of Vénissieux, who has seen innumerable urban policy initiatives in the past, gave the package a cautious welcome but feared it would be far too limited to have much effect. "It is the mountain that gave birth to a mouse," he says. He compared the Ffr5bn in the package - some of it in tax forgone rather than in new

money - to the Ffr50bn spent on rescuing Crédit Lyonnais, the bank.

The signs of how limited opportunities are for local people are clear in Minguettes. There are few businesses, and many shops and other facilities have closed.

The concrete tower blocks in which most of Minguettes' 35,000 people live are showing their age - 62 were built in the rapid expansion of the late 1960s and early 1970s, of which 52 remain. In late 1994, the town demolished 10 which had been derelict for a decade, the worst examples of poor construction and subsequent neglect.

Many of those working in the community have little doubt about the main problem.

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# Hopes for deal on German jobs

By Wolfgang Münchau  
in Düsseldorf

German engineering employers and the IG Metall trade union appeared yesterday to be edging towards a compromise over union demands that industry take on up to 330,000 extra workers in exchange for workers agreeing to wage restraint. Negotiations between IG Metall and Gesamtmetall, the Federation of German engineering employers, remain well short of a breakthrough.

But both sides signalled for the first time yesterday that they were ready to make significant concessions to reach a deal over the "an alliance for jobs" proposal - one of the most wide-ranging job initia-

tives ever proposed by a German trade union.

Yesterday's interim agreement ahead of next week's talks in Bonn between the union and employers' federations and Chancellor Helmut Kohl.

The atmosphere yesterday contrasted sharply with the first meeting, held near Frankfurt last week, when both sides walked out refusing to compromise on virtually anything.

Mr Klaus Zwickel, president of IG Metall, said yesterday's meeting had "closed some of the gaps, although we are still not agreed on the key issue of overtime".

IG Metall is proposing that the amount of overtime cur-

rently worked in a plant should be the principal factor in deciding how many new jobs are to be created.

Gesamtmetall remained sceptical yesterday on whether all overtime could be converted into jobs, although it appeared to be softening its position over whether its members should eventually accept binding rules to cut overtime and hire more workers - previously, it had insisted that overtime cuts should be voluntary.

In return, IG Metall said it would agree to several provisions for improved labour market flexibility. Specifically it agreed to a special low wage band for hiring the long-term unemployed.

The union also appears to

have accepted employer demands to extend the maximum duration of fixed-term work contracts from 18 months to two years, and to allow such contracts to be renewed. Gesamtmetall also gained union acceptance of proposed measures to allow companies to use their workforce more flexibly throughout the week.

Gesamtmetall has shifted its position on the overtime issue since the start of the year, when it said cuts in overtime would not help create jobs. Later it offered to restrict overtime to 16 hours a month.

Yesterday, Mr Hans Joachim Gottschol, president of Gesamtmetall, said he would offer a compromise of "somewhere between 16 and zero". He said

he expected difficult negotiations over the figure, but appeared less concerned over whether an eventual agreement should be obligatory.

The second point of disagreement is a demand by Gesamtmetall to allow individual companies to reach temporary plant level agreement with workers for lower pay in exchange for job guarantees. IG Metall fears that such a provision would open up the possibility of abuse.

Gesamtmetall said it now needed to consult its members before agreeing to another round of talks. Once a compromise is reached the two sides will appoint an independent expert group which will work out details and numbers.

## Doctor's book on Mitterrand withdrawn

By Andrew Jack in Paris

The family of former French President François Mitterrand yesterday succeeded in its efforts to have a book published by one of his long-serving doctors withdrawn from sale.

A Paris court ruled that "The Great Secret" written by Dr Claude Gubler and published by Plon, should be removed from bookshelves the day after it went on sale.

The book alleged that Mr Mitterrand had been diagnosed with prostate cancer from 1981, at the start of his 14-year presidential term, and that therefore all the regular health bulletins issued since that time had been false.

At least equally controversially, Dr Gubler, who was one of Mr Mitterrand's doctors from 1981 until 1994, claimed that Mr Mitterrand was so obsessed with his illness from November 1994 that he was no longer in a position to govern the country.

Mr Mitterrand's family argued that his book represented "a particularly serious intrusion" into the details of his private life.

Separately, Dr Gubler was interviewed after the afternoon by the judicial police in connection with a preliminary inquiry opened by the Paris public prosecutor into breach of professional secrecy.

Despite the action of the court, which imposed a fine of FF1,000 (\$202) against each future sale of the book, preliminary figures suggested that sales of his book had already reached 40,000 ahead of the ban.

Dr Gubler's revelations have divided the country, with some annoyed by Mr Mitterrand's apparent deceit, while a substantial body of opinion criticises Dr Gubler for breaching medical secrets and disgracing his profession.

The family of Mr Mitterrand has also objected to the publication in the magazine Paris Match earlier this week of two photographs of the late president on his deathbed last week.

## Ministers may go to back of the pay queue

By Christine Freeland  
in Moscow

The Russian leadership, struggling to respond to Communist charges that it has impoverished ordinary people while enriching a small elite, may introduce a decree holding back the salaries of cabinet ministers until all other government employees have received their wages.

The populist proposal is part of the public campaign the Kremlin launched this week in an apparent attempt to distance itself from last year's austerity programme and increase its popularity ahead of June presidential elections.

The economic policy shift has already taken one prominent victim, Mr Anatoly Chubais, the economic reformer who was sacked from his post as deputy prime minister this week, and many analysts view the move as a sign that President Boris Yeltsin plans to run for re-election.

Mr Victor Chernomyrdin, prime minister, said yesterday that a draft presidential decree had been prepared which would put cabinet ministers at the back of a queue of millions of state employees on pay day.

Over the past year Moscow's tough inflation-fighting economic programme has brought delays of several months in the payment of wages to school teachers, doctors, soldiers and blue-collar workers.

This helped propel the Communists into first place in December parliamentary elections and this week Mr Yeltsin told the government to "take urgent measures" to ensure all wages and pensions were paid on time.

Western financial institutions and investors are concerned about the apparent shift in economic priorities, fearing it could trigger a massive increase in public spending which would bring high inflation and weaken the ruble.

But Communist leaders have welcomed the trend, saying that Mr Yeltsin is adopting their economic agenda.



Chernomyrdin: pay queue

"We see that the government and the president are implementing our policies," said Mr Gennady Seleznev, a senior Communist politician who was elected speaker of the parliament this week. "They [current Russian leaders] say they are not listening to us, but in actual practice, they are."

In particular, Mr Seleznev congratulated the Kremlin for sacking Mr Chubais, whom he described as "the most odious figure" in the government, and supported the president's new emphasis on social welfare spending.

But the real test of how sharply Mr Yeltsin plans to alter his economic course will be his choice of a successor for Mr Chubais.

Mr Alexander Litvinchev, the president's senior economic adviser, is said to be the front-runner for the job. But some Russian observers yesterday speculated that Mr Vladimir Kladanov, the director of the Arctus car company, which produces Ladas, was also being considered.

Mr Kladanov represents the manufacturing sector, but hard by the government's belt-tightening measures. He is a long-standing rival of Mr Chernomyrdin and his appointment would be seen as a blow to the moderate Chernomyrdin faction in the government.

## Tension rises ahead of Bosnia pull-out

By Paul Wood, recently  
in Sarajevo

Military forces from all sides in the Bosnian conflict are due to complete their withdrawal behind agreed lines by the end of today, the first crucial date in the Dayton Agreement's military annex.

But tension remains high in Sarajevo, the Bosnian capital, Sarajevo, which is due to be reunited under the Muslim-Croat federation. According to the Dayton agreement, the mainly Muslim forces of the Bosnian government could enter the Serb suburbs at the end of March.

Mr Momcilo Krajisnik, speaker of the Bosnian Serb assembly, said he feared an exodus of almost all residents from the Serb-held suburbs. He described the city as "a barrel of gunpowder".

The military commander in the Serb suburb Grbavica, Captain Vukotir Lekovic, promised to co-operate with the French IFOR troops who will provide a transitional "security blanket".

But he could give no assurances about what would happen when Muslim police and soldiers arrived. Weapons under his command were being

Computers containing sensitive testimony on alleged human rights violations in Croatia have been stolen from the United Nations compound in Zagreb, UN officials said yesterday. Reuters reports from Zagreb. Mr Philip Arnold, information director at the sprawling UN Peace Forces headquarters in Zagreb, said the theft was a routine burglary aimed at stealing the equipment and not the data, which was believed to be also stored elsewhere. He said officials were still trying to determine exactly what information had been on computer discs when the equipment was stolen at the weekend. UN officials say about 90 per cent of the material was backed up on discs and initials rather than full names were used in the testimony.

handed over to the Bosnian Serb police.

By nightfall, the mountain road leading from the Serb suburbs of Ilidza and Grbavica was jammed with cars and trucks. Factories, offices and homes are being stripped of everything as the deadline for the handover nears.

In one apartment block in Grbavica, all but two flats have been emptied. A soldier, Alexander Indjic, was loading the last of his bathroom fittings into an army truck. Some residents have paid as much as DM1,500 (\$1,040) to hire a vehicle to take their belongings, many times what most families would earn in a year.

Mr Indjic said he was moving into a house in the former government-held enclave of Srebrenica abandoned by its

Muslim occupants when the Serbs attacked in July.

"If I stay here when the Muslims come, I will be finished. The people are scared. Many died for this land, many children. Now we have to leave, without firing a bullet, leaving even our cemeteries."

Brigadier Andrew Cumming, IFOR's senior spokesman, talked of his "sadness" at what was happening in Sarajevo. The Bosnian capital remained a big potential problem for the peace implementation force.

For commanders have appealed to the Serbs to stay in their homes. But they say they cannot interfere with the lawful free movement of civilians, one of the rights set out in Dayton, but will try to protect property in the Serb suburbs while the owners are away.

## Finnish finance minister decides to step down

Christopher Brown-Humes  
in Stockholm

Mr Iiro Viinanen, Finland's finance minister, said yesterday he was stepping down after five years dominated by tough austerity programmes. He has been asked to take over as chief executive of Pohjola, one of Finland's top insurance groups.

Mr Sauli Niinistö, a fellow conservative and the present justice minister, is strongly tipped to take Mr Viinanen's place, underlining the five-party coalition government's continued commitment to fiscal discipline.

Mr Viinanen, 51, came to symbolise Finland's battle to clean up its finances after it was hit by an unprecedented slump that wiped 15 per cent off gross domestic product between 1990 and 1993.

Since taking over as finance minister in 1991, he has implemented or set in train a FM500bn (\$11.4bn) programme of spending cuts, around 10 per cent of GDP.

His association with the programme meant he retained his post when a Social Democratic-led government succeeded the

previous centre-right coalition last year. The measures won the confidence of financial markets, bringing a sharp upturn in the markka and a big drop in bond yields over the last two years. They were also recognised by Euromoney magazine, which made him its finance minister of the year in 1994.

But Mr Viinanen's critics argued that Finland paid too high a price for the austerity drive as unemployment was forced up from 3 per cent of the workforce to 20 per cent in just three years. Despite a surge in economic growth in 1994 and 1995, it remains at 17 per cent.

Mr Viinanen indicated he was anxious to step down last autumn, partly to give his successor plenty of time to settle into the job before Finland's next general elections in 1996. At that stage, it seemed he had been persuaded to stay on by Mr Paavo Lipponen, the prime minister.

Mr Viinanen made it clear yesterday that he was not leaving office because of any disagreements with government policy. A final decision on his appointment at Pohjola will be taken next week.

## NEWS: ASIA-PACIFIC

# Japan bailout plan hits further setback

By Gerard Baker in Tokyo

The Japanese government's plan to spend ¥685bn (\$6.7bn) on a bailout of collapsed housing loan companies received a further political setback yesterday when it was reported a number of former senior finance ministry officials had taken lucrative jobs with the companies at the height of their lending excesses.

The Asahi Shimbun newspaper said 12 finance ministry officials had

become presidents or chairmen at the seven mortgage lenders when they had retired from the ministry in the late 1980s. At that time, the housing lenders were beginning a wave of speculative property-related lending that faltered when land prices fell in the early 1990s.

The disclosure will increase pressure on the government to modify its unpopular bailout package. The plan has to be approved by parliament in what promises to be a stormy session

beginning next week. Opposition parties have pledged to attack the plan; some ruling coalition members are understood to have reservations about it.

Mr Ryutaro Hashimoto, the prime minister, has promised the price of approval of the bailout will be a full inquiry and strict allocation of blame among those held responsible. The news the companies were led by senior ex-bureaucrats will strengthen calls to overhaul the finance minis-

try's role in financial regulation.

The newspaper also disclosed new details about the links that have tied the housing lenders to Japan's leading financial institutions. Japan's largest banks founded the companies in the 1970s and many ex-bank officials still occupy senior roles. In all, 73 of the most senior 78 executives at the companies are former officials of the finance ministry, banks, stock-brokers or life insurers.

The number of bureaucrats-turned-

managers fell after 1990 as the ministry belatedly clamped down on property lending by banks. However, public mistrust of financial institutions and regulators in Japan remains intense.

They are all widely blamed for creating the country's present financial crisis, of which the housing loan problem is merely the most pressing manifestation. Opinion polls show two-thirds of the public against the bailout plan.

## China seeks to woo Jardine back to Hong Kong

By Louise Lucas in Hong Kong

Mr Lu Ping, China's top official on Hong Kong affairs, yesterday issued an indirect invitation to the Jardine group, which delisted its shares from the Hong Kong stock exchange at the end of 1994, to return to the territory.

In an effort to demonstrate China's commitment to freedom of movement in Hong Kong, he said: "Our policy welcomes people, including Jar-

dine's, returning to Hong Kong. If Jardine's finds Singapore is not as good as Hong Kong, we welcome the company to return to the territory."

It is barely three years since attacks from Beijing were urging Jardine to *go west*, a double entendre on "go west" which also means "go to hell". Mr Lu's remarks, made to a delegation of Hong Kong business chiefs, follow rumours in the market suggesting Jardine

will return to the Hong Kong bourse. However this speculation, which has helped chase up the price of stocks within

Three years ago China was urging the company to leave the colony

the group in recent weeks, has been denied by the company, at least for the near term.

Mr Neil McNamara, group corporate secretary, said Mr

Lu's comments were merely made in conversation. Hong Kong remained the key focus of Jardine business, account-

ing, together with China, for some 50-60 per cent of group profits. However, he reiterated the group's longer-term hopes to see Jardine stock again

traded in Hong Kong or Shanghai.

Mr Lu, like most of his peers in the upper echelons of China's Communist party, is not given to loose talk; nor is it likely he is courting the company perceived by China to symbolise the evils of imperialism. Five of the companies in the Jardine stable quit the Hong Kong stock exchange after failing to win regulatory exemption from the colony's takeover code, in what many

saw as a lack of trust in Hong Kong's new masters.

Mr Lu tried to assuage Hong Kong citizens' fears that the post-colonial government would simply be a puppet administration of Beijing. People who believed there would be a "party secretary" alongside the legislature, judiciary and chief executive, as the governor's successor will be called, clearly misunderstood the "one country, two systems" policy for the territory, he said.

## Hanoi ready to step up reabsorption of refugees

By Peter Montagnon and  
Jeremy Grant in Hanoi

Vietnam has cleared the names of a further 9,000 boat people for repatriation from Hong Kong over the past couple of months, as an indication it may be preparing to respond to international pressure to step up reabsorbing the 37,000 refugees in camps around Asia.

The clearances will be welcomed by British officials, who are under pressure from Beijing to repatriate all the 21,000 Vietnamese remaining in the colony before Hong Kong is returned to Chinese rule in 1997, aid workers said. Before last November only 2,000 names had been cleared.

The numbers of refugees returning last year, largely because of legislative proposals by two US congressmen, Mr Chris Smith and Mr Ben Gilman, which might have opened the door for settlement in the

US. But aid workers say the attention generated by the US proposals masked a slow response to the problem by Vietnam.

In all, only 3,138 Vietnamese returned home from Hong

Hanoi would prefer not to deal with China over the boat people in Hong Kong after 1997

Kong last year. This is well below the level required to complete the process by 1997, prompting worries that tension in the run-up to the handover would be worsened by Sino-British arguments about the boat people, as well as a possible scheme which would involve resettlement screening of refugees by the US but only

Among new factors are Vietnam's membership of the Association of South East Asian Nations, which has brought pressure from Thailand, Malaysia, Indonesia and the Philippines to take back refugees in their countries.

Some aid workers believe Vietnam would prefer to avoid having to deal with China on any refugees remaining in Hong Kong after 1997.

Pressure is likely to increase after last weekend's meeting in Bangkok of countries involved in the UN-sponsored Comprehensive Plan of Action on refugees.

But participants say the levels of repatriation may still depend on the degree to which refugees abandon hope of US settlement opportunities.

As an alternative to the Smith/Gilman plan, the Clinton administration has proposed a scheme which would involve resettlement screening of refugees by the US but only



Malaysian police opened fire and used teargas yesterday to quell a new riot at a camp holding Vietnamese boat people. Seventeen inmates were injured. Some of the 4,300 inmates torches their huts and hurled bombs at police after they tried to search the camp.

after they first travel to Vietnam. The idea has met with little enthusiasm from the authorities in Hanoi.

"The US proposal is the US's business," said Mr Dinh Lap, director of the refugee office at the ministry of labour.

"The Vietnamese government is carrying out a policy of receiving the returnees without any discrimination."

Mr Lap declined to discuss the US proposal in detail, but aid workers say Vietnam does not want US officials

administering the scheme inside Vietnam.

It is concerned that the eligibility criteria should remain rather vague and feels it would be unfair on those who have already returned and been reabsorbed.

## ASIA-PACIFIC NEWS DIGEST

### Japan increases Pakistan loans

The Japanese government yesterday announced a sharp increase in official lending to Pakistan. The Japanese foreign ministry announced yesterday during a visit to Tokyo by Pakistani prime minister Benazir Bhutto that it had allocated an extra ¥20bn (\$190m) to finance a hydro-electric power plant in northern Pakistan.

The 30-year untied loan with an interest rate of 2.3 per cent brings to ¥49.8bn Japan's outstanding official loans to Pakistan. Ms Bhutto, the first foreign leader to visit Japan since its change of government last week, came under pressure from Mr Yukihiko Ikeda, the new foreign minister, to join the Nuclear Non-Proliferation Treaty. In reply, she reiterated Pakistan's position that it would join the treaty only if India signed up at the same time.

Ms Bhutto, on a mission to improve bilateral ties, is today to open a conference on investment in Pakistan, to be attended by business leaders from both countries.

Addressing a lunch with Japanese businessmen yesterday, she called for greater co-operation in computer software between the two countries. William Dawkins, Tokyo

Australian trade deficit may rise

Merchandise imports into Australia rose 4.6 per cent to A\$8.5bn (£1.8bn) in December, leading to fears that the monthly current account deficit could head back towards A\$2bn when export figures are released in a few weeks. The rise in imports was larger than most analysts had forecast: some had been predicting a decline. Yesterday's data was generally interpreted as further evidence the Australian economy did not slow sharply in the fourth quarter of 1995, as once feared. A poor December current account outcome would also be further reason for the Reserve Bank to hold off on any interest rate cut before the federal election, due in the first half of 1996. Nikki Tait, Sydney

Taiwan telecoms draw investors

Domestic and foreign companies are positioning themselves to enter Taiwan's fast-growing telecoms market following parliamentary approval this week to liberalise it. Some of Taiwan's biggest business groups, including the foods concern, President Enterprises, Pacific Wire and Cable, the diversified Rebar group, Northern Telecom of Canada, Hong Kong Telecom and Sweden's Ericsson are seeking a role. This is despite a last-minute decision to lower the maximum foreign stake in certain domestic telecom ventures to 20 per cent from one-third. The ceiling applies to international and domestic phone services, and the China Telecommunications Corp., to be spun off from the state telecoms agency. Foreign companies expressed disappointment at the change but remain undeterred. Laura Tyson, Taipei

Indian resignations approved

Indian president Shankar Dayal Sharma has accepted the resignations of three cabinet ministers, clearing the way for the government's Central Bureau of Investigation to prosecute them in a \$18m bribery and money-laundering scandal which broke on Tuesday, only months before a general election. Mr Madhavrao Scindia, the human resource development minister, Mr Balram Jakhar, the agriculture minister and Mr Vidya Charan Shukla, the parliamentary affairs minister, reluctantly submitted their resignations after Mr Narasimha Rao, the prime minister, hinted that they would not be protected. All three ministers claim they are innocent. Shitraz Siddhu, New Delhi



## NEWS: INTERNATIONAL

## Breakthrough in nuclear test ban talks

By Frances Williams in Geneva

A landmark comprehensive nuclear test ban treaty can be agreed by the summer, disarmament negotiators said yesterday.

Mr Ludwik Dembinski of Poland, chairman of the CTBT negotiations in Geneva, said "substantial progress" had been made in the past few weeks on key aspects of the draft treaty.

"There is a political will to conclude this treaty within the next six months... I would rate the probability of success as very high," he said.

About 90 countries, including all five declared nuclear weapons states, have been negotiating for two years under the auspices of the UN disarmament conference.

The main outstanding issues are said to concern the scope of the treaty ban, the conditions

for its entry into force and the problem of on-site inspection. Non-aligned nations are also battling to secure commitments from the nuclear weapons states to future disarmament measures.

Mr Dembinski noted that four of the five declared nuclear powers - the US, France, Britain and Russia - have agreed on a "zero-yield" approach banning all nuclear explosions however small.

China is still holding out for an exception to be made for "peaceful" nuclear devices, though it has no support from other nations. Other indications suggest China may be willing to join in a consensus on a "zero-yield" ban, according to western officials.

Mr Stephen Ledogar, US disarmament ambassador in Geneva, said last October that "it appears now that all five nuclear weapons states are on

board" for a zero-yield treaty. However, China has not confirmed its support.

Elsewhere, there is apparently agreement on the technical verification regime - using a variety of detection systems - and on the principle, though not yet the details, of on-site inspection as a last resort.

Progress has also been made on institutional matters. Mr Dembinski said. Vienna has offered to host the new treaty

monitoring body, which will need to work closely with the International Atomic Energy Agency already based in the Austrian capital.

The US, Britain and Russia are observing a moratorium on nuclear testing while the negotiations proceed. France, whose latest series of nuclear tests in the Pacific has sparked international outrage, says it will conduct its last nuclear explosion next month.

## INTERNATIONAL NEWS DIGEST

## Morocco urged to cut tariffs

Morocco has been making a significant push to liberalise its services sector, especially banking, and sell state-owned companies, but needs to revitalise the reform programme in other areas of the economy, the World Trade Organisation says in a report published yesterday.

The report is critical of high trade barriers protecting Moroccan farmers and manufacturers which it says raise costs for the important tourist industry and more advanced manufacturing activities. Despite the good results of earlier liberalisation efforts, "internal resistance and administrative and legislative delays seem to have blunted the initial enthusiasm" for reforms, the WTO says.

Agriculture, once the mainstay of the Moroccan economy, has shrunk in importance because of persistent drought, the report notes. Services now account for more than half the country's GDP.

Foreign exchange earnings from tourism already match those from farm and fish exports, which together with textiles, clothing and phosphate generate 80 per cent of Morocco's merchandise export earnings. *Frances Williams, Geneva*

## Algerian party leader quits

Mr Abdelhamid Mehri, secretary general of Algeria's National Liberation Front (FLN), the former ruling party, has resigned, following criticism within his party for calling for a boycott of last November's presidential election. The boycott was largely ignored and associations that form the core of the FLN voted for Mr Liamine Zerrouk, the former general who won a landslide victory.

Some members of the central committee had also been uneasy about the FLN's alliance with the Islamic Salvation Front, the banned party which was set to win the 1991 elections before they were cancelled by the government, provoking four years of violence. *Foreign Staff*

## Kenya and Uganda reconciled

Feuding neighbours Kenya and Uganda were publicly reconciled yesterday at border talks when their leaders pledged to work together and revive the East African economic community. President Daniel arap Moi of Kenya said economic co-operation between Uganda, Kenya and Tanzania would be of great benefit to the region's 80m people.

Relations between the Kenyan and Ugandan leaders soured when President Yoweri Museveni seized power in Uganda in 1980 after a five-year bush war. They deteriorated sharply last year when Kenya accused its neighbour of harbouring Kenyan rebels. Mr Museveni angered Mr Moi in 1987 by diverting trade from road to rail, a move which saved millions of dollars but hit profits of Kenyan truck companies, many owned by politicians. The idea of a regional economic community was revived in 1993 but failed to take off because of bitter wrangling between Mr Moi and Mr Museveni, who differ both by ideology and background. *Reuters, Malaba, Kenya*

## Military ruler's son dies in crash

Ibrahim Sanji Abacha, 34, the son of Nigeria's military ruler General Sanji Abacha, and 13 other people were killed when their private jet crashed in the northern city of Kano, officials said yesterday.

The crash happened on Wednesday night, five minutes before the presidential Falcon aircraft was to land in Kano. The News Agency of Nigeria said the pilot reported engine problems shortly before the crash. *AP, Lagos*

## Arafat set for landslide but democracy may come second

In the back streets of the West Bank town of Nablus a group of angry young men surround two youths putting up posters calling for a boycott of the first Palestinian elections, to be held tomorrow.

The youths, associated with the Islamic Hamas movement, are quickly escorted to the police station for questioning by men claiming to be members of the increasingly notorious Palestinian Preventive Security Apparatus.

The incident is one of many in the election campaign, which ended yesterday, that could amount to a serious breach of democracy by Mr Yasser Arafat, the Palestinian leader, his dominant Fatah faction and his security forces.

Mr Arafat and Fatah appear set for a landslide victory in two separate ballots: one for president of an executive authority and the other for an 88-member legislative council.

Hundreds of foreign observers, led by the European Union, are overseeing the electoral process and will decide next week whether the elections have been free and fair.

They will have to assess a series of incidents involving Palestinian officials before polling day, including: the arrest of a prominent newspaper editor, a human rights worker and at least one opposition electoral official; the intimidation of opposition groups such as Hamas; the intervention by Mr Arafat in the internal democratic primaries of Fatah; the partiality of the Palestinian media; bribes made to opposi-

tion candidates to withdraw their nominations; and a series of decisions made by Mr Arafat about the rules and regulations of the campaign.

The observers will principally have to decide to what extent the incidents mark a determined campaign of manipulation and intimidation rather than a series of technical problems and minor incidents, many committed by local hot-heads.

"The elections are part of a larger political dynamic," said Mr Eric Bjornlund of the US-based National Democratic Institute for International Affairs, which, together with the Carter Centre, is participating in the observation process.

"From the way the elections have been conducted we will be able to forecast how democratic the society will be and the possibility for democratic governance."

Some of the worst abuses have taken place in the West Bank constituency of Salfit, where the local Fatah candidate faces stiff opposition from the former communist People's Party of Palestine, the best organised political party to be taking part after Fatah. Last week Palestinian security personnel burst into an election meeting being addressed by Mr Khamis al-Hammad, the PFP candidate, and promptly arrested his campaign manager, Mr Thamin Yusuf Badah.

Mr Badah was taken to Jericho and detained for three days. He was released without charge or explanation after the intervention of observers.

A third issue has been access to the media by the candidates. Reporters sans Frontiers, the Paris-based group monitoring

media coverage, has alleged a "profound imbalance" in favour of Fatah and Mr Arafat. The EU has expressed many concerns during the campaign about the arrests, changes of the electoral laws and the campaign period and the intimidation. But it says it also has to assess to what extent Israel has allowed a free and fair poll.

In particular, the EU has criticised the arrest by Israeli forces of a candidate in Hebron; the denial and the delay in issuing permits to allow free movement; and restrictions placed by Israel on the voting procedures in east Jerusalem.

Mr Ian Blackey, EU spokesman, said yesterday the observer mission had been impressed by the lack of any serious violence and the way Palestinian officials had reacted quickly to terminate abuses raised by the EU.

Critics say it is almost impossible for the EU to do anything other than certify the elections free and fair, albeit in a qualified manner. They say that because the EU has invested \$27.8m in the observation process alone, and was responsible for the technical assistance in preparing the elections, it has too much of a vested interest in making the process a success.

The EU denies the allegation. But it knows that it must tread a thin line between the strict democratic judgments involved in election observation and the broader political picture of the Arab-Israeli peace process.

Julian Ozanne



Demonstrators in the Palestinian town of Hebron yesterday calling for a boycott of tomorrow's elections

## NEWS: WORLD TRADE

## US may appeal against WTO ruling

By Frances Williams in Geneva

The US is considering an appeal against a World Trade Organisation dispute panel judgment that US regulations on cleaner petrol discriminate against imports.

The panel decision, the first by the WTO, upheld complaints by Venezuela and Brazil against a rule issued by the US Environmental Protection Agency (EPA) in December 1993 which sets a different standard for imported "reformulated" gasoline than for the domestically-refined version.

The WTO report, which was circulated to the three parties on Wednesday, said that while the US had every right to set its own environmental stan-

dards it was in breach of fair trade rules by treating imports less favourably.

Expressing disappointment with the decision, Mr Mickey Kantor, US trade representative, said: "We will be carefully reviewing the panel's reasoning and our legal options, and will be consulting with Congress and interested members of the public about our next steps."

Under WTO rules, the US has 60 days to appeal against the ruling once the report is circulated to all WTO members on January 28. The appellate body then has 90 days (excepted to 120 days) to give its verdict, which is binding unless overturned by consensus.

The US Clean Air Act requires petrol sold in heavily polluted urban areas to contain reduced levels of toxic and smog-causing contaminants, and for petrol sold elsewhere to be no dirtier than in 1990.

However, the EPA rule, in force since January 1995, allows domestic refineries to use actual 1990 quality levels as a baseline while imports are judged by a statutory baseline reflecting average US values in that year.

Venezuela, the largest exporter of gasoline to the US, and Brazil claimed that this obliged their refineries to meet a stiffer test than many US suppliers, harming export deliveries.

After Venezuela first challenged the rule in 1994, the EPA apparently sought to equalise the treatment of imported and domestic fuel but this was refused by Congress, which saw enforcement problems in relying on overseas refinery data. From 1996, however, imported and domestic reformulated gasoline will be treated identically.

Trade officials in Geneva speculated yesterday that a US appeal was likely despite the strong legal case against it. "They will look wimpy if they don't," said one official, citing political pressures in a presidential election year from President Bill Clinton's Republican challengers as well as the vocal environmental lobby.

This first panel ruling is seen as an important test of the WTO's ability to enforce international trade rules. Under its strengthened procedures for dispute settlement, countries can no longer block rulings against them or resist implementation as they could in the General Agreement on Tariffs and Trade, the WTO's predecessor.

Despite Mr Kantor's statement that "a WTO panel or appellate body report has no force under US law", as a WTO member the US is bound by its rules and could face trade penalties for non-compliance with dispute settlement judgments. Some 25 disputes have been brought to the WTO since its creation a year ago.

## Scania dips toe in Chinese waters

By Hugh Carnegie in Stockholm

Scania, the Swedish truck maker, said yesterday it had signed a joint venture agreement to build buses in China and was considering a similar move into truck production. The announcement reverses Scania's earlier refusal to make industrial investments in China because of rules barring foreign majority control over vehicle manufacturing.

Scania said it had agreed with the Shandong Bus Corporation, in the eastern province of Shandong, to start a 50-50 joint venture to produce up to 1,000 inter-city buses a year in the city of Liaocheng. The initial investment was \$10m.

Mr Lief Ostling, chief executive, said the equal ownership agreement, which has been backed by the provincial government but still requires approval by national authorities, gave Scania day-to-day control over the joint venture's operations under a chief executive to be appointed by Scania.

"It is vitally important to us that we find a structure which gives us that management control," he said.

Mr Ostling added that Scania was also researching investment in truck production in China, but these plans remained at an early stage. The bus company investment was "a small step into the Chinese market. The important thing is to build up experience of operating there."

Scania - the world's fifth largest and most profitable heavy truck maker - is scheduled for stock market flotation, possibly this year, by its owner, investor, the main holding company of the Wallenberg industrial empire.

Its cautious approach to China has made it one of the slowest of the main European truck makers to enter local production. But the Swedish company clearly feels it must be prepared for the longer-term potential. In 1994 it had a 5 per cent share of the Chinese heavy truck market through imports, behind its rivals Mercedes and Volvo.

## WORLD TRADE NEWS DIGEST

## Foreign groups thrive in Japan

Foreign companies fared better than Japan's domestic businesses during the recession, according to a survey published yesterday.

Nearly half the foreign companies based in Japan increased their sales during the economic downturn, according to the Japan External Trade Organisation. Of a poll of 578 foreign investors, 46.7 per cent increased their sales over the past three years, while just over a fifth managed sales increases of more than 10 per cent. Japanese companies' domestic sales fell by an average of 0.8 per cent during the same period.

The foreign companies recorded an average 3 per cent pretax profit as a proportion of sales in 1993, twice as high as Japanese businesses in the same year, according to Jetro. The survey showed a surprisingly high number of foreign companies in Japan, 37.3 per cent, were planning to hire extra staff this year. This contrasts with the recruitment freeze by many leading Japanese companies. *William Dawkins, Tokyo*

## Daewoo plans \$1.2bn chip plant

Daewoo Electronics is considering building a \$1.2bn semiconductor factory in Europe. According to Electronic Times, the weekly industry newspaper, the new plant would produce custom-designed integrated circuits for the Korean group's existing European consumer electronics plants. These include a video recorder plant in Antrim, Northern Ireland and television factories in France and Poland.

Daewoo is understood to have held preliminary talks in Ireland which have secured a number of high profile semiconductor investments recently. Other potential sites are believed to include the UK.

If the new Daewoo facility is built in Europe it would be the latest in a string of new investments in the region by leading chip manufacturers which are experiencing strong demand for their products. *Paul Taylor, London*

## Strong yen hits ship exports

The strong yen in the first half of last year caused a sharp fall in Japan's ship exports in 1995, although it remained the world's largest ship exporter. The Japan Ship Exporters' Association said exports fell by 18.2 per cent in the year to 8.1m gross tons. In the first few months of the year, orders declined rapidly as the yen climbed to its highest level against the US dollar since the second world war. But by the end of the year, as the yen fell back, orders had begun to rise.

Japanese shipbuilders received orders for 36 oil tankers totalling 1.55m gross tons, 47 freighters at 1.32m gross tons and 171 bulk carriers at 5.52m gross tons. It was their third largest combined order book in the last 10 years. The figures put Japan still some way ahead of South Korea, whose contracts amounted to 7.13m gross tons. *Gerard Baker, Tokyo*

## Taiwan group to build US plant

Chi Mei Industrial, a Taiwanese petrochemical company, plans to invest around \$100m to build a styrene monomer (SM) plant in the US, the company's first overseas investment. The company is reviewing sites in Texas and Louisiana for the 600,000 tonnes a year facility.

Chi Mei is the world's biggest consumer of SM. This will be its first venture to produce SM, a key ingredient in acrylonitrile butadiene styrene (ABS), used to make plastic products including casings for computers and other electronic goods. Chi Mei is the world's biggest producer of ABS, at about 1m tonnes a year or roughly 55 per cent of world production. *Laura Tyson, Taipei*

## Advanced cable link for the Caribbean

By Alan Cane

Cable and Wireless is to invest \$28.3m in an optical fibre system to link Jamaica, Grand Cayman and Cayman Brac.

The system will handle 30,000 simultaneous telephone calls and provide capacity for advanced telecom services in the area, including regional and international banking, medical imaging, cable television and distance teaching.

Some \$21m of the total is being spent with Alcatel Submarine Networks, which will provide the undersea cable network. The system will incorporate the longest link in the world to operate at 2.5bn bits of information a second without using electronic boosters ("repeaters") on the seabed. It will also be laid at a depth of 6.8km through the Cayman Trench, deeper than any previous repeaterless system.

The Caribbean is one leg of C&W's development strategy. Since 1991, it has invested \$1bn in the region and plans to invest a similar amount over the next five years. Installation will begin in August with commercial services starting in October.

## Superhighway takes to the seas

Four glass-fibre strands the thickness of a human hair will carry 600,000 simultaneous conversations around the world. Alan Cane reports

A \$1.5bn project to create an "information superhighway" accessible to three-quarters of the world's population has begun to take shape with the laying of the first stages of the Flag (Fibreoptic Link Around the Globe) cable system.

The cable-laying ship C S Nexus, owned by Cable & Wireless Marine of the UK, began laying the cable off Palermo, Sicily, after clearance vessels had prepared the way. Some 16 segments of cable will be installed over the next 18 months.

When completed in 1997, the cable will be the longest man-made structure, stretching 28,000km from Portsmouth in Cornwall, England, to Miura in Japan with landing points in Europe, the Middle East and Africa and Asia. The system is being built by a consortium of AT&T Submarine Systems of the US and KDD Submarine Cable Systems of Japan.

It will provide 120,000 high speed (64 kilobit per second) circuits in a region chronically short of telecommunications capacity. Without Flag, only 30,000 circuits would be available in the region by 1997, compared to approximately 200,000 circuits across the Atlantic and the Pacific Oceans.

Physically, Flag consists of four glass-fibre strands each about the thickness of a human hair surrounded by armour to protect it against everything from fishing gear to inquisitive sharks. It will be able to carry 600,000 conversations simultaneously.

The first few hundred kilometres of cable laid off Sicily have high symbolic significance for a project which has been several years in the planning and still faces substantial technological and financial risks. It has been funded privately by a consortium of Nynex Network Systems of the US, the project manager, Dallah-Al Baraka Group of Saudi Arabia, the Asian Investment Fund of Hong Kong, Telecom Holding Company of Thailand, Marubeni of Japan and Gulf Associates and GE Capital of the US.

Some 50 telecoms carriers from 45 countries, including AT&T and Sprint of the US and KDD of Japan, have agreed to purchase capacity on the cable. Total capacity sold is estimated at more than \$400m, although that is only a small proportion of the total capacity of the cable, which will be able to carry sophisticated traffic including medical imaging,

Flag: the east-west connection



Source: AT&amp;T Submarine Systems Inc.

long-distance learning, video-conferencing, multimedia and high definition television.

In a move unusual in the telecoms cable business, carriers are not providing funding for the project and will purchase capacity only when they need it. Many of the regions it will serve currently depend on satellite transmission. Fibreoptic cable, however, provides increased security, speed, and accuracy of transmission as well as the capacity for

advanced and two-way transmissions.

Technological risks include the danger of breakage underwater. The cable has a planned 25-year life and uses components no more than once in every 100m hours of use.

The cable is heavily armoured, especially near the shore where it might encounter anchors or fishing gear, and may be buried in trenches in the sea bed up to a metre deep.



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"...though a relative newcomer to the region's equity markets, ABN AMRO HG Asia has participated in a number of prominent transactions in the region this year..."

"...in Asia meanwhile, ABN AMRO Bank is implementing a particularly ambitious expansion plan. It intends to increase its Asian branch network substantially..."

"...ABN AMRO Bank also counts a Y25bn loan for LSI Logic Tsubuka among its achievements in the Asian region this year..."

"...amid extremely tough competition, the bank also emerged as one of 11 banks chosen by Hong Kong's Provisional Airport Authority to arrange and underwrite its ground-breaking HK\$ 8.2bn loan..."

"...mining again featured in an innovative deal this year. The bank was a joint arranger in a US\$ 300m export credit-backed Lihir gold mine loan in Papua New Guinea..."

"...an outstanding year for ABN AMRO Hoare Govett in Europe's equity markets - matched by a powerful showing in European mergers and acquisitions..."

"...earlier in the year, the bank was involved in the first Middle Eastern independent power project, Al Mana in Oman, as an underwriter on an export credit tranche..."

"...in the Americas, a successful El Abra transaction - IFR's Latin American loan of the year - has been followed by the bank's selection as documentation agent on Collahuasi..."



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## NEWS: THE AMERICAS

# \$600m deal agreed on US drugs price claims

By Richard Waters  
in New York

A group of big pharmaceutical companies has agreed in principle to pay \$600m to small retail pharmacists in the US to settle claims of price-fixing. The deal throws into question the way companies charge for their products in the world's biggest drugs market.

The proposed settlement marks the culmination of a class action lawsuit concerning the drug makers' discounting practices. Retail pharmacists generally pay far more for a drug than do the large, managed care organisations which have come to dominate much of the US market.

Managed care groups have forced the pharmaceutical companies to offer discounts by refusing to stock their products if they do not. Such organisations often control the prescribing practices of large groups of doctors, giving them a powerful position when negotiating for discounts.

The class action accuses the drugs manufacturers of colluding to keep prices high for retail pharmacists, helping to make up for the discounts offered to managed care groups.

The drug makers, for their part, have always denied this, and said that any discounts are

only volume-related. None of the companies believed to be involved in the provisional settlement - including the US groups Merck and Pfizer, along with Glaxo Wellcome and SmithKline Beecham of the UK - would comment on the deal. Several, however, issued statements denying price-fixing.

Pfizer said: "If a settlement is agreed upon, it will in no way acknowledge any inappropriate conduct."

Merck, the US's biggest pharmaceutical group, said that its "business practices, including discounting practices, are completely lawful... Merck has always priced its products independently. We have not engaged in any conspiracy."

One drugs company executive said the decision to settle the case, rather than go to trial, reflected a recognition that US juries tend to side with plaintiffs against big drugs companies, and that it would be difficult for the companies to win the case. Pfizer called the case "a prime example of the need to fundamentally reform our civil justice system."

An executive at one US drugs company said the settlement would not result in a big windfall for the 40,000 small "mom-and-pop" drug stores who stand to benefit.

# Secular 'saint' eyes Quebec breakaway

Federalist disarray means independence may be hard to stop under Bouchard, says Bernard Simon

A new era in Quebec politics is about to begin as the charismatic Mr Lucien Bouchard prepares to take over this month as premier of the French-speaking Canadian province.

In spite of Quebec's economic problems there is a growing sense that with federalists in disarray the march to independence under Mr Jacques Parizeau's successor will be difficult to stop.

Mr Parizeau has spent a long political career, including the past 16 months as premier, trying to turn Canada's French-speaking province into an independent country, but it was Mr Bouchard's drive that nearly saw separatists triumph in last year's referendum.

Earlier this week Mr Parizeau held one of his last cabinet meetings in Quebec City. Instead of devising ways to push the independence project forward, it was devoted mainly to drawing up proposals for sweeping reform of the province's bloated public sector.

Mr Bouchard, expected to finalise the austerity plan shortly after he takes office on 29 January, Québecois are likely to be pre-occupied for at least the next few months with such issues as health, welfare and education reform, and the restructuring of local government.

But will the new emphasis on economic and fiscal issues help or hinder the independence cause?

Separatists' hopes have been buoyed by the unexpectedly tight result of last October's referendum, in which 49.4 per cent of voters backed secession. Mr Bouchard had an electrifying impact on the campaign with his pragmatic tactics and captivating oratory.

The political climate in Quebec has moved further in the secessionists' favour since the referendum. Mr Gilles Therrien, president of SOM, a Quebec City polling firm, says: "It would take major changes to deflect this trend."



Bouchard: his first concern will be the poor economic outlook

Mr Bouchard, formerly leader of the Bloc Québécois, which represents the separatist cause in the federal parliament in Ottawa, will take office with a strong hand.

Awe at his referendum performance and his rapid recovery from a near-fatal disease early last year, which led to the amputation of his left leg, have left Mr Bouchard, 58, with the aura of a secular saint. No other candidate has contested the leadership of the province's ruling Parti Québécois, even though Mr Bouchard has never been active within the party.

Mr Bouchard has no shortage of problems to deal with. Quebec's unemployment rate, at 11 per cent, is

well above the national average. The Montreal area, home to more than a third of Quebec's 7m inhabitants, is especially depressed.

Quebec has made less progress than most of Canada's nine other provinces towards balancing its budget. Its debt-to-GDP ratio of 66 per cent is the second-highest after Newfoundland, and it expects to post a C\$4bn (US\$2.9bn) deficit in the fiscal year ending March 31.

Although Quebec's A-Plus credit rating is not in immediate jeopardy, a US\$600m public bond issue floated by the government last week offered terms that would normally apply to a less creditworthy borrower.

Most Québecois are braced for tough measures, including public-service cuts, job losses and radical changes in government structures. Mr Bouchard and his advisers are confident they can push through the austerity programme without serious political damage.

"What is popularity? It's political capital," the premier-in-waiting said in Montreal this week. "If you don't use your political capital, you will never achieve anything."

It will not all be plain sailing, however. Mr Bouchard's ability to put the economy on an even keel without jeopardising the goal of independence will depend heavily on whether he can tame two groups of separatist supporters - Quebec's powerful public-sector trade unions and the PQ's strong-willed and fractious organisers.

Mr Bouchard has little experience in government apart from a brief stint as a member of former Conservative prime minister Mr Brian Mulroney's cabinet in the late 1980s. He kept a tight rein on the Bloc Québécois during his later years in Ottawa, gaining a reputation as someone who likes to have his own way.

An adviser to one cabinet minister predicts: "The heart of the PQ will do anything to get to sovereignty." But a Quebec City lobbyist takes a different view, saying that Mr Bouchard's pragmatic approach may not go down well in the PQ. "There is no right-wing in the PQ," he says, "just the middle and the left wing."

Mr Bouchard has said that he remains committed to sovereignty. But he has pledged not to call another referendum unless he is sure of winning. Last October's vote was the second defeat for the separatists - they lost by a wider margin in 1980 when voters rejected a watered-down version of independence known as "sovereignty-association".

He has also ruled out an early election. The PQ currently holds 76 of the 125 seats in the province's Assemblée Nationale.

However, the most telling evidence of the separatists' strong position is the disarray in the federalist camp. The leadership of Mr Daniel Johnson, the opposition leader, has been questioned not only within his Liberal party but publicly by a senior federal cabinet minister.

Mr Johnson has no obvious replacement. Some federalists hope that Mr Jean Charest, youthful leader of the federal Conservative party, can be persuaded to take the reins of the Quebec Liberals. Mr Charest was the only prominent federalist politician who emerged with an enhanced reputation from the referendum, but he has resisted approaches to move into provincial politics.

Mr Jean Chrétien, Canada's prime minister, has so far responded to the referendum cliff-hanger by piloting two measures through the House of Commons which, in effect, meet Quebec's long-standing demands for a veto over changes in the constitution and recognition as a "distinct society". He has also agreed to transfer jurisdiction for jobs training, another Quebec demand, to the provinces.

These steps were necessary to fulfil promises that Mr Chrétien made in the final, panic-stricken weeks of the 1995 referendum campaign. But they have failed to strike a responsive chord either in or outside Quebec.

Many Canadians believe that a more imaginative strategy is required to persuade Québecois of the advantages of remaining part of Canada, and the risks of breaking away.

The present betting is that Mr Bouchard has his eye on the second half of 1997 for the next referendum. The pro-Canada camp is crossing its fingers that Quebec's economic problems will either trip him up or, at least, keep his mind off independence. Mr Chrétien continues to project a sunny optimism that all will be well.

But there is a growing sense that the federalist side would be unwise to rely on optimism alone to keep Canada in one piece.

# Lost and found in a shoe shop: \$250m of Mexican fool's gold

By Bernard Simon  
in Toronto and Leslie  
Crawford in Mexico City

While cleaning the floor of her small shoe-repair store in a Quebec City suburb last Friday, Ms Joanne Beaudoin made an astounding discovery - five Mexican certificates of deposit with a total face value

of a quarter of a billion US dollars.

"We are millionaires," she shouted to her colleagues, before taking the certificates to a bank. The manager, convinced they were real, called the police.

Her find immediately prompted an investigation in Canada and Mexico and

spawned rumours that the securities belonged to an international drug-smuggling syndicate, or to a corrupt Mexican politician trying to stash away assets in a safe foreign country.

The certificates were apparently dropped in Ms Beaudoin's shop by a United Parcel Service courier who collected

them in an envelope from a lawyer's office in the same shopping mall.

The lawyer, Mr René Robert, said he received the certificates last month from a trading company in Miami as collateral for a line of credit from one of his clients.

Mr Robert has refused to identify his client. The UPS

envelope containing the bonds and a covering letter have disappeared. Canadian police have no power to interrogate the principal, including the UPS courier, until they have clearer proof that a crime was committed.

Sadly for Ms Beaudoin, however, the certificates appear to be worthless. Unión de Crédito

Kentepec, the credit co-operative which purportedly issued them, never obtained a banking licence in Mexico, according to the National Banking and Securities Commission.

Banking regulators in Mexico City said the bonds were such obvious fakes, and for such large amounts of money, they doubted whether

any investor could have been tricked into buying them.

Sgt Ronald Burns of the local police said his theory was that the bonds were part of an elaborate practical joke. But Mexican authorities suspect fraud.

Mr Jorge Nicolini, a vice-president at the National Banking and Securities Com-

mission, said yesterday he knew of about 25 similar cases, including one in which a foreigner attempted to prove his solvency with false Mexican certificates of deposit in order to buy a Paraguayan bank.

"My only reward is free publicity for the shop," said Ms Beaudoin.

## PUBLIC NOTICES



### NOTICE UNDER SECTION 11(2) OF THE ELECTRICITY ACT 1989

The Director General of Electricity Supply (hereafter referred to as "the Director") pursuant to Section 11(2) of the Electricity Act 1989 (hereafter referred to as "the Act") hereby gives notice as follows:

a) He proposes to modify the conditions of the licence granted to Marweb plc under Section 8(1)(c) of the Act by inserting new Conditions 2A (restriction on activity and financial ring fencing) and 2B (availability of resources) and by amending Conditions 1 (definitions), 4 (prohibition of cross-subsidies), 5 (obligation on economic purchasing), 27 (disposal of assets) and 28 (provision of information to the Director);

b) He proposes these modifications because the majority of the shares in the company holding the licence is now held by ScottishPower plc;

c) In summary, the effect of the modifications is:

- (i) with small exceptions, to limit the licence holder's business to the supply and distribution of electricity;
- (ii) to limit the extent to which the licence holder may hold shares in other companies within its group of companies;
- (iii) to require the licence holder to act in a manner calculated to ensure that it has sufficient management and financial resources;
- (iv) to require the licence holder to give an annual certificate as to the adequacy of its financial resources;

- (v) to prevent the acquisition of its shares by ScottishPower plc from affecting the current arrangements for the provision of regulatory accounts and avoiding cross-subsidies;
- (vi) to forbid mortgaging assets or borrowing money for limited purposes;
- (vii) to restrict transactions with other members of its group of companies except on normal commercial terms;
- (viii) to require undertakings from its holding company that other companies within the group will refrain from actions likely to cause the licence holder to breach its obligations under the Act or the licence, and that other companies in the group will give the licence holder all information necessary to enable the licence holder to comply with its obligation to give information to the Director.

A copy of the proposed modifications can be obtained (free of charge) from the Office of Electricity Regulation. Any representations or objections to the proposed modification may be made on or before 19 February 1996 to the Director at the Office of Electricity Regulation, Hagley House, 83-85 Hagley Road, Edgbaston, Birmingham B15 8QG.

TM Davis  
Authorised on behalf of the Director  
19 January 1996

TO SAVE ALL  
THESE TREES WE  
HELP CHOP  
DOWN THIS ONE.

Tropical hardwood trees are more valuable to loggers than other trees in the rainforest.

High prices for hardwoods cause loggers to cut down more trees than they need.

So a WWF project in Costa Rica is searching for ways of letting a tree without bringing down several others around it.

And how to remove a rotten building a path through the surrounding area.

If the rainforest is used wisely, they can be used forever. Help WWF prove this in rainforest areas the world, by writing to the Membership Office at the address below.



WWF  
World Wide Fund For Nature  
Secretariat World Wide Fund  
International Secretariat, 100 Great Wood Road

## Mexican president will try to advance plan for free trade agreement

# Zedillo to seek closer EU ties

By Leslie Crawford  
in Mexico City

President Ernesto Zedillo of Mexico begins his first state visit to Europe next week with a mission to restore his country's tarnished reputation abroad and advance plans to negotiate a free trade agreement with the European Union.

Political assassinations, a peasant guerrilla uprising and a bruising devaluation three weeks after Mr Zedillo took office in December 1994 triggered an exodus of foreign investors which led Mexico to the brink of default a year ago.

"I have been a presidential style which has had to deal with exceptionally difficult circumstances, which required exceptionally difficult decisions, many of them unpopular in the short term," Mr Zedillo said in an interview.

However, the president said he believed the most painful part of Mexico's adjustment to capital flight had been under-taken in 1995, a year in which the economy contracted by 7 per cent, and that Mexico was now ready to resume growth.

"I want a closer relationship with Europe," Mr Zedillo, a 44-year-old former central banker, said. He would like to see more

European companies locating in Mexico, which offers its proximity to the US market and membership of the North American Free Trade Agreement.

He said Mexico would like to sign a similar treaty with the EU, and was waiting for Brussels to work out guidelines for negotiations. His European trip will take him to Spain, the UK and Italy.

He will also attend the international business summit in Davos, Switzerland. At home, Mr Zedillo has had to fend off criticism against the harshness of his economic programme, and for adopting a hands-off presidential style which has cost Mexican politicians.

"If I knew of an economic programme that yielded better results in reducing unemployment and inflation, and restoring financial health, I would adopt it," he said. "But I am convinced the present policies will create jobs, bring about a recovery in real incomes, and attract new financial resources."

Congressmen of the ruling Institutional Revolutionary Party (PRI), worried about their sinking electoral prospects, last week handed a weighty policy document to



Zedillo: seeks to restore country's tarnished reputation

their leaders demanding that the government abandon its "neo-liberal" economic policies. The PRI deputies warned that unless the government could engineer a dramatic economic turnaround this year, they risked losing control of the National Congress in the 1997 mid-term elections.

Mr Zedillo said that he would resist political pressures to

adopt a more expansionist economic programme for Mexico. He refused to discuss the possibility of having to govern with an opposition Congress, which the PRI has dominated since 1929. "No politician enters an election thinking he might lose," he said.

Mr Zedillo, he said, were gradually accepting his handling of the presidency, which sought to curb authoritarian excesses of the past. He was working to achieve a better balance between the different branches of government, and had no wish to meddle in party political affairs - much to the consternation of some PRI politicians.

Mr Zedillo said he wanted political parties to hammer out new rules for electoral reform by themselves.

He studiously avoided interfering in state elections last year. When the time came to choose the next PRI presidential candidate, for elections due in the year 2000, Mr Zedillo said he would not exercise the traditional right of Mexican presidents to pick a successor.

"I will not choose my successor," Mr Zedillo said. "I am not a king, much less a high priest. I am the constitutional president of Mexico. And that is enough."

# Outlook dims for re-opening talks to solve US budget impasse

By Jurek Martin in Washington

Prospects for renewed budget negotiations appeared to dim yesterday as President Bill Clinton and Senator Bob Dole, the majority leader, again staked out sharply different positions.

Mr Clinton said he had gone "the extra mile" in meeting Republican demands he present a budget that could be balanced in seven years. Mr Dole responded: "It was a short mile in my book."

The president insisted that differences had been narrowed to the point that a balanced budget agreement was "clearly within our grasp right now" and that his door remained open.

The majority leader said the Republican door was also open,

but that the president's latest budget proposals were no more than a "spend now, save later" policy. Still, he suggested that a Sunday negotiating session might be possible.

Mr Clinton again cited a long list of substantive policy differences, covering federal health insurance, education and the environment. Mr Dole countered that the president did not want to reform anything and that it was unfair for him to hold a press conference accusing the Republicans of wanting to do "terrible things" and then expect good faith negotiations to resume.

The charges and counter-charges, all aired yesterday morning on TV, follow the cancellation, at the request of Republican leaders, of Wednesday's scheduled talks.

Mr Clinton said he was "disappointed" but not entirely discouraged that the Republicans had chosen to "walk away" from this session. Earlier, Mr Mike McCurry, his press secretary, had suggested that the opposition leaders had sounded "emotionally distraught".

They had demanded, in a letter to Mr Clinton, that the administration lay out new budget proposals as a pre-condition for resumed talks. The White House response yesterday was to release the president's headline budget numbers, amounting to over \$700bn worth of savings in spending over seven years, in an attempt to demonstrate how far he had gone in the Republican direction.

The most significant revela-

tion in these was that Mr Clinton was now proposing a tax cut of as much as \$130bn, an increase from the previous net \$97bn, mostly through more capital gains tax reductions. This contrasts with the latest Republican demand for \$177bn, itself down from the \$245bn of last year's budget reconciliation bill.

Both sides appear to be struggling to win the tactical upper hand in advance of the state of the union message the president will deliver next Tuesday. Some Republicans are concerned that this occasion gives Mr Clinton a free national platform which they cannot easily match.

A second deadline for both looms a week from today when the latest temporary government funding measure expires.

50 من الاصل



## OPEN FOR BUSINESS.

Nobody said it was easy being the boss. And in this space, earlier in the week, we've discussed a few of the reasons why.

Like the problem of building and maintaining trust in the company.

The difficulty of ensuring that shareholders understand what you're doing to advance their interests.

Or the challenge of developing and using a strong corporate brand.

They have one theme in common: the need to communicate what you're doing to the audiences it matters to most.

We didn't choose this theme at random: it's the one we know most about. In a world in which communication channels are swamped with raw information, the Financial Times stands apart.

Not just in the quality of its analysis, the care with which it selects and reports the most important business developments, the insights it offers into world finance, economics and politics.

But also in the self-selecting nature of its readership: the emerging global business elite, the growing number of international decision-makers who rely on a daily briefing from the world business newspaper.

To get the paper to this readership at the beginning of the business day, we're investing heavily in a worldwide network of print centres. By mid-1996, we'll have ten, spanning the globe. In Britain and overseas, the FT is strengthening its role as a unique channel of business communication.

As the era of mass communication gives way to the age of targeted messages, some media are more effective than others. There are relatively few ways to reach top-level decision makers in business, financial markets and governments. Of these, the FT is particularly useful and accessible, all the more effective for being such a trusted messenger.

That's enough about us. The point of this series is not just to push the FT as an advertising medium. It's also intended as a contribution to the debate on top-level management priorities as we approach the 21st century.

Above all, it seeks to make the case for a principled, open, communicative style of business leadership. You don't

need a lecture on the virtues of this approach: it's

what effective business people have always done naturally.

But in today's increasingly frantic and complex business world, day-to-day pressures sometimes overwhelm that instinctive good sense. Which is why we thought we'd mention it.

Occasionally, it helps to have someone remind you of what you already knew, deep down, all along. After all, nobody said it was easy being the boss.

If you have any comments on the questions this series raises, or you'd like to talk about the issues of communicating the corporate message, either write to John Makinson, Managing Director, Financial Times, at 1 Southwark Bridge, London SE1 9HL or call him: on +44 171-873 3233. Fax: +44 171-873 3937. E-mail [John.Makinson@FT.com](mailto:John.Makinson@FT.com).

J.J. HAS AN INCREDIBLE BUSINESS BRAIN, HE'S JUST AN APPALLING COMMUNICATOR



Financial Times.  
World Business Newspaper.

This is the fifth and last of a series.



## Austrian company protests at army contract

disquiet about the decision, arguing that Steyr was "led up the garden path".

The British ministry has frequently stressed that it would set aside its competitive policy only if strategic national capabilities were threatened. Mr Michael Portillo, the defence secretary, and Mr Arbutnot have written letters about the ambulance contract recently, saying the competition would be "firmly based on value for money".

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Letters, Page 18

# Shortages of skills worry international groups in Wales

to compete in world-class markets, which was resulting in significant changes in working practices.

A growing need was identified for the workforce to have skills formerly associated with manufacturing. For example, a multidisciplinary team leadership, communication and interpersonal skills.

The £1.1m (£710,000) abattoir unit is made by Sandströms Transport-produkter of Sweden but is imported from the company of Rasmus of Bury St Edmunds in the eastern England county of Suffolk.

# Buffalo abattoir at home on the range

The American buffalo, making a comeback on the Great Plains after its near extinction in the 19th century, will be able to roam at home on the range until the end of its days, thanks to an export order announced yesterday by a Suffolk company.

The Chas. E. River Sioux tribe, South Dakota has bought the first mobile abattoir purpose-built for buffalo, allowing animals of up to 1.2 tonnes to "be processed humanely and in the most hygienic environment" out on the prairie.

The \$1.1m (£710,000) abattoir unit is made by Selsby Transport, a Swedish producer of Sweden but marketed internationally by Rumas of Bury St Edmunds in the eastern England county of Suffolk.

## Nation lagging behind competitors, says minister

achieved but we have to be very hard-headed, very realistic about the challenges which lie ahead."

Earlier this week, the latest quarterly Business Survey North, based on responses from 681 companies in north-east England and Cumbria, showed a marked increase in shortages of skills for managerial and professional staff.

## Opposition from chancellor to publication of paper on EU conference is overruled

# Premier yields to Eurosceptics in his party

the confidence to publish them". For the same reason, he argued that the prime minister should stop prevaricating over a referendum about the single currency.

Mr Clarke, supported by the deputy prime minister, Mr Michael Heseltine, is even more implacably opposed to a referendum than he was to a white paper.

But leading Conservatives are urging the prime minister to overrule these two pro-European cabinet ministers, saying that a referendum commitment could lead to a lasting peace in the government's civil war if it was coupled with a strong statement from the prime minister casting doubt on the possibility of a single currency being formed at the official 1999 start date.

The leading proponent in cabinet for a paper on the conference has been Mr Malcolm Rifkind, the foreign secretary, who started pressing for one last November and reversed the stance taken by his predecessor, Mr Douglas Hurd.

## Exxon offshoot follows Rockefeller's example

### How prices compare (national averages, litre unleaded petrol)

Local currency	Converted to pence sterling	Local currency	Converted to pence sterling
Norway	3.14	Germany	1.58
Netherlands	1.89	Denmark	5.89
Finland	3.02	Switzerland	1.75
France	5.67	Rep. of Ireland	57.00
Sweden	7.23	Luxembourg	24.90
Austria	11.30	Spain	105.00
Belgium	32.30	UK	95.7
Italy	1870	Greece	200

*Sources: British Association of Motor Vehicle Manufacturers*

On Wednesday Esso executives said they had "no intention to undermine the market." The cheap petrol policy was a strategic response to a fundamental shift in the retail market, they claimed. Market research showed motorists were prepared to drive longer distances to buy cheaper petrol.

But some analysts yesterday saw Esso's move in a different strategic light. "Esso's target is the supermarkets," said Mr. Matthew Hall, an energy analyst at the CMAA.

London. But he believed its victims were likely to be independent retailers who will find it hardest to withstand falling margins.

Mr. Peter Regnier, managing director of Opal Price Assessments, an industry consultancy, described Esso's move as "very dramatic and without precedent in Europe".

In the past few years supermarket chains have captured 22 per cent to 25 per cent of the petrol market by offering fuel that is generally about 2p a

oil majors. They have done so by selling through 700 high-volume petrol stations, many next to big out-of-town supermarkets that attract crowds of shoppers with cars.

Big stores have a number of advantages over independent petrol retailers and oil companies. They can take advantage of a structural surplus of petrol in the UK and western Europe by buying in bulk, often from the refineries of the oil companies with which they compete.

They also enjoy very high

the average supermarket site sells about 8m litres a year compared with 3m to 3.5m litres a year for the busiest oil company station, and a national average of 2m litres a year.

Moreover, supermarkets do not have to meet the costs of a European Union requirement that oil companies hold large forward stocks of fuel as a guard against supply disruptions. Nor do they have the costs associated with cleaning up pollution around older service stations.

Mr Ian Upson, Esso's managing director, says it is unwise "to overplay the role of the supermarkets" in prompting Esso's move. But analysts say Esso, which is one of the lowest-cost suppliers, must be worried about the longer-term intentions of the supermarkets.

The rate of new superstore building may slow due to tougher planning restrictions, but all the biggest four food retailers—Sainsbury's, Tesco, Sainsbury's, Asda—are keen to open petrol stations on older superstore sites which do not already have them.

But will Esso succeed in clawing back market share? One industry observer doubts whether the big grocery chains can be stopped. After all, he points out, in France they have captured half the retail petrol market. That market, however, he says, is an industry shakeout that could result in the departure of many of the smaller international oil companies from the UK market. About 14 international companies now operate in the UK retail market. That number could fall to just the five or so within a few years.

Industry observers say Esso's move is likely to depress already thin petrol retailing margins to the point at which a number of smaller chains will consider whether the UK market, already among the cheapest in Europe, is

## Five jailed over Nigeria fraud

The three men were Mr Mathew Oke, Mr David Oluyitan and Mr Abdul Khaliq, all of London. They were jailed for 3½ years, 4 years and 2½ years respectively. Mr Oluyitan and Mr Khaliq were convicted of conspiracy to defraud last December. Mr Oke had pleaded guilty to the same charge last September. Mr Oke and Mr Oluyitan were both recommended for deportation to Nigeria.

Another two men posed as bank managers who claimed they had received the money from the Central Bank of Nigeria. They demanded further cash payments to transfer the money to witnesses. They were Mr Victor Boulter of Bushey Heath near London and Mr Victor Watson of London were both jailed for five years after being convicted of conspiracy to defraud. Their fraud operated in countries including Australia, the US and Germany.

John Mason, *Law Courts Correspondent*

Jurors in the Maxwell trial in London set a record of 11 days for the longest time an English jury has retired to consider its verdicts. With sickness again taking a toll among jurors, this time the figure is set to rise further. A second juror fell ill yesterday, forcing the judge to cancel the jury's deliberations for the third successive day. However, the trial will resume today in the hope the jury will be fit enough to continue attempting to reach verdicts. The Lord Chancellor's Department confirmed that the jury's 11-day stay is believed to be the longest ever. Mr Kevin Maxwell, Mr Ian Maxwell and Mr Larry Trachtenberg, a former adviser to the late publishing tycoon Robert Maxwell, are charged with conspiring to defraud the Maxwell pension funds by using shares in Teva, an Israeli pharmaceutical company, which were owned by the funds to raise money for Maxwell private companies. Mr Kevin Maxwell faces charges on another charge involving the use of shares in Seltzer, another Israeli company. All have denied the charges. Mr Kevin Maxwell and Mr Ian Maxwell are sons of Robert Maxwell.

Vauxhall car workers in the AEEU engineering and electrical union have voted heavily in favour of the "final" three-year pay offer from the General Motors subsidiary. The deal was supported by 2,224 votes to 699 in a secret ballot of the workers at the company's plants in Luton to the north of London and Ellesmere Port in north Wales. The AEEU had hoped for a 4.5 per cent offer, but the offer of a 4.5 per cent rise now followed by an increase in line with inflation over the next two years, as well as a one-hour cut in the 39-hour working week. The rest of Vauxhall's manual workforce of 7,700 are members of the Transport and General Workers' Union and their ballot result will be announced on Wednesday, 28GWU leaders did not recommend acceptance.

The government has asked construction companies bidding for the main Newbury bypass contract to consider sharing some of the costs of providing additional security against protesters at the site 90km to the west of London. The proposed bypass on the main A34 road from the port of Southampton to the English Midlands would pass through unspoiled countryside. There is increasing concern at the mounting expense of policing construction work which, together with delays caused by protesters, will force up the final bill for the road.

Arguments are still raging over the final cost of the contract for the 255.8m bypass to the south, which was won by Tarmac for £25.6m (\$38.7m) but eventually cost much more. The bill for security at Newbury was £4m, which the government's Highway Agency agreed to pay. It has now written to the six contractors shortlisted for the main construction contract at Newbury asking them to provide separate cost estimates for different levels of security. The six are thought to be Amec, Alfred McAlpine, Costain, Kier-Hochtief, Mowlem and Tarmac.

TI Group, the specialist engineering and aerospace equipment company, said it had won its largest ever contract for industrial seals. Applied Materials, the US machines tools supplier, has placed an order for seal assemblies worth \$70m (£36m).

TI's seal components will be produced by John Crane Belfab, the US subsidiary of John Crane International - TI's sealing systems division.

*Tim Burt, London*

**Typist claims discrimination** An unemployed male typist was ignored by a secretarial agency because of his sex, he claimed at an industrial tribunal in the northern England city of Leeds. His claim that the agency Office Angels sexually discriminated against him was supported by the Equal Opportunities Commission. Three female candidates were interviewed for a typing test, but he was not summoned even though he held typing qualifications.

**Police to try CS gas:** CS gas is to be carried in belt canisters by patrolling police officers in a pilot scheme in 16 areas. Most uniformed officers are armed only with nightsticks. Growing violence on the streets meant there was an "overwhelming need" for deployment of an incapacitating spray, said Mr Tony Burden, chairman of the self-defence subcommittee of the Association of Chief Police Officers.

**Supermarkets' retail market share**  
Percent of retail sales

— Gasoline  
— Diesel

1990 1991 1992 1993 1994 '95

**UK gross retail marketing margins**  
Premium unleaded gasoline (95 RON); pence per litre

— 1992 — 1993 ---- 1994 — 1995

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec



## RECRUITMENT

JOBS: Employers are looking at alternative ways of finding graduate talent

## Brand spanking new careers

It is difficult to judge who are the most anxious in the current UK graduate recruitment market, students desperate to link up with employers or employers scrambling for the best students.

Uncertainty in the jobs market appears to have been focusing students on their future careers far more than in the past. Tom Snow, director of Oxford University careers service, says he has been trying to calm students' fears. "A lot of students look over their shoulders at others who have got themselves fixed up with a job and begin to think they are unemployable, and that's rubbish," he says.

Many students, however, do seem to be looking towards their future careers at a much earlier stage in their university studies. Almost a third of first-year students at Oxford and two-thirds of the second years have registered with the careers service. The proportion is around 90 per cent in the third year.

Many of them are seeking vacation work so they can court potential employers and get relevant work experience in readiness for the day they will be graduating. The techniques of networking and

researching future employers or industry sectors are no longer a mystery to today's graduates.

Some students, often those from reasonably affluent backgrounds, are confident enough to take some time off and see the world. Others, who are particularly gifted or who have a sought-after speciality, are finding that they are able to play the field. "Although some have difficulty getting a job, some are collecting a portfolio of offers from which they can take their pick," says Roly Cockman, executive secretary of the Association of Graduate Recruiters.

Competition for the most able graduates who can start contributing quickly to a company's profits, he says, is being reflected in higher starting pay. "Starting salaries of £21,000 and £22,000 a year are not uncommon in some sectors," he says.

With signs of companies needing to woo students at the top of the range, it is not surprising to find employers willing to consider different forms of recruiting. Some are looking at contracting out their graduate recruitment. Andrew Nelson, who runs AN Associates, a business based in Solihull, handles

graduate recruitment for a number of clients.

"It ranges from simply sifting applicants for a short list to handling the whole of the recruitment process, including selecting the graduates and looking after their career development in the first 18 months," he says.

The market has even led to the emergence of a headhunting firm specialising in finding graduates. Moloney Search, a search firm comprising consultants not too long out of university, is offering companies what it claims is a far less costly and more focused alternative to the "milk round", the traditional method used by big employers to present themselves to graduates.

Moloney, which was set up in 1994 by Curly Moloney, a qualified medical doctor, scours the universities for their most talented students. In building up contacts with careers offices, tutors and students, it believes it can target some of the most able people, particularly where companies may need highly specialised graduates.

Moloney describes traditional graduate recruitment methods as a hit and miss process, often leading

the graduate to accept the first job offered after sending out a stream of applications. "When they realise they are not suited to the company they may leave. It can be an expensive mistake for both the graduate and the employer," she says.

The firm, which usually charges a minimum of £2,500 a search, was willing to offer a discount when it secured its biggest contract to date searching for 75 graduate recruits for Asda, the supermarket group.

Asda itself has abandoned the milk round to pursue other ways to tap the graduate market. In addition to headhunting, it has advertised in *Viz*, the cult youth comic that specialises in lavatory humour and which is fashionable among students. The advertisement says: "Graduate Careers at Asda, much better than a slap on the bum."

The company, which is also allowing applications on the Internet, says that the *Viz* advertisement has brought in a far greater response than another advertisement it placed in the independent newspaper.

Richard Donkin

Advertised demand for senior executives rose by 19 per cent in 1995, according to MSL, the recruitment services group which has just published its latest quarterly index.

The index, which has been running since 1959, has been a consistently accurate indicator of economic growth as can be seen by the pattern of its moving annual total featured here. The moving total, which irons out seasonal fluctuations, rose marginally in the last quarter, continuing the steady continuous rise in demand since it last fell at the end of 1992.

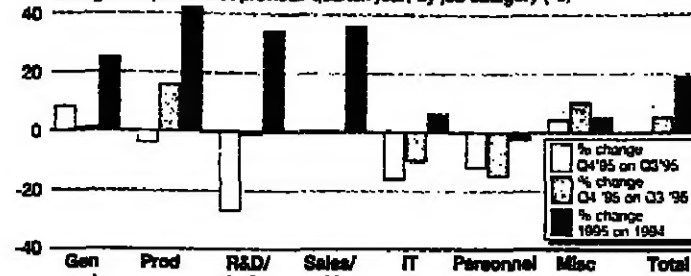
Executive recruitment activity is running at about the same level as it was in early 1993. On that occasion, preceding an economic boom, the rise in demand was far steeper than it has been over the past two years. Gary Long, MSL's chairman, believes the graph is reflecting emergence from recession but he says the senior executive recruitment market still lacks confidence.

"Our optimism that the market will continue to gain strength in 1996 is tempered by the fact that some organisations are simply replacing skills rather than taking on additional personnel," he says.

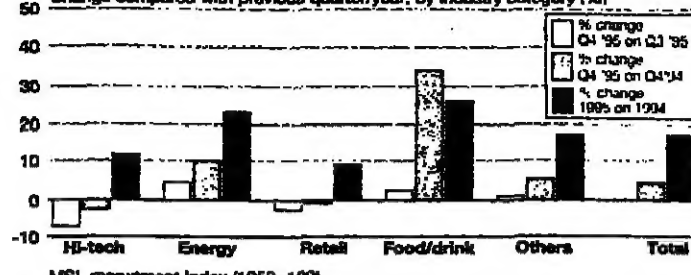
Two job categories in which recruitment advertising decreased over the year were personnel and accounting and finance. Production job advertisements showed the biggest rise, up 42 per cent over the year.

## MSL recruitment index

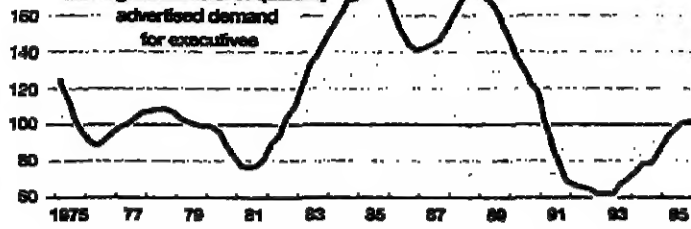
Change compared with previous quarter/year, by job category (%)



Change compared with previous quarter/year, by industry category (%)



MSL recruitment index (1959=100)



## Credit Risk Management and Investment Banking - Audit

Risk assessment/operational review

Excellent package - London-based

A portfolio of innovative products and services, matched by a presence in all the major financial centres, serves to maintain J.P. Morgan's reputation as one of the world's premier banking and securities firms.

An opportunity has recently arisen within our London-based Audit Group for a high calibre individual with responsibility for Credit Risk Management and Investment Banking. Working within a small team and liaising at management level, this is an excellent opportunity to take a proactive role in the continuing development of this global function. You will work on a wide variety of assignments, which are driven by a sophisticated risk assessment process and which offer a unique insight into the complexities of these business areas. Travel will be on an international basis and should amount to no more than 30%, with South America and the Far East the key locations after Europe.

To succeed in this role you should be a strategic thinker, possess excellent communication skills and be capable of

operating in a fast moving environment. Ideal candidates will either be qualified accountants with c3 years' PQE gained within financial services or public practice, or alternatively, credit professionals with c5 years' experience gained with a similar global player.

In addition to an excellent basic salary, benefits include a car allowance, mortgage subsidy and profit sharing bonus scheme. J.P. Morgan is a meritocracy where progress is dictated by your abilities, achievements and personal ambitions. For the right individual opportunities therefore exist throughout the firm to take your career to new heights through training and career advancement.

Interested applicants should write in the strictest confidence to our retained consultants, David Craig or Brian Hamill at Walker Hamill Executive Selection, 108-105 Jermyn Street, St James's, London SW1Y 6EE, forwarding a brief, resume and quoting reference DC 1926.

JPMorgan

## russian treasurer

An opportunity for an English and Russian speaking graduate with three years plus financial markets experience to join a fast growing diversified US multinational.

Working closely with senior country management key responsibilities will include:-

- advising management on forex, interest rate positions and cross-border risks.
- advising product line management on hedging techniques, trade finance and managing bank facilities.
- working with UK/US Treasury departments in structuring bank facilities.
- monitoring cash management procedures, funding allocations and LC programmes.

We're looking for an ambitious treasurer with a good understanding of risk management in forex and interest rates as well as some exposure to accounting and taxation rules.

You'll work for a company who is committed to long-term growth in Russia. With established manufacturing plants in Russia and Central Asia as well as their fast growing trading operations, the opportunity to learn, progress and be promoted to a senior management role exists for the right person. Please send CV Ref: 0437.

We are interested in talking to bi-lingual finance professionals for opportunities in Russia, Central Asia and Eastern Europe.

## APPOINTMENTS ADVERTISING

Appears in the UK edition every Wednesday & Thursday and in the International edition every Friday. For information on advertising in this section please call:

Toby Finden-Crofts on +44 0171 873 3456

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We are seeking individuals, or teams, with existing clients to work from our Leigh-on-Sea (Essex) office.

Our City office is fully computerised with Bloomberg, Datastream and the latest valuation and determination systems. We also provide a full PEP service which is managed in-house. For the Private Client we offer a full range of services including Advisory and Discretionary portfolio management, comprehensive and fully computerised client statements and nominee service.

## ASSISTANT PORTFOLIO MANAGER

We are seeking an experienced Manager to assist with existing client portfolios. Your responsibilities will include dealing with all aspects of Portfolio Management and should have at least 5 years experience. You will have an in-depth knowledge of both UK and International equities and bonds. The salary offered will reflect your knowledge and experience.

## CORPORATE FINANCE EXECUTIVE

The firm is broker to around 20 fully listed companies and AIM stocks. There is a vacancy for a qualified executive, who is likely to be a Solicitor or Accountant, in the Corporate Finance Department.

For further details please contact Jeremy Delmar-Morgan on 0171 256 6131 or write enclosing a full CV to him at Teather & Greenwood, Salisbury House, London Wall, London EC2M 5TH.

## ABN-AMRO HOARE GOVETT

## LATIN AMERICAN ECONOMIST - AMSTERDAM

An experienced economist is required to cover the Latin American region with responsibility for macro-economic forecasting and strategy for equity and fixed income markets. The position is based in Amsterdam within the emerging markets team and will involve liaison with analysts in New York and throughout the local network of offices in Latin America.

ABN AMRO Hoare Govett is the securities and investment banking business of one of the largest European banks with a strong financial name recognised worldwide. The ABN AMRO group has coverage of 19 Latin American countries being involved in both commercial banking and securities. As a result of these strengths, ABN AMRO was among the top 10 issuers of Eurobonds in the region during 1995. The emerging markets team in Amsterdam aims to support and develop this business by providing investment research and ideas for its worldwide institutional client base.

The position will require an economist with a strong academic background and a minimum of three years' experience covering Latin America with a financial institution. The candidate will be confident and self-motivated, capable of developing an asset-allocation product with a market focus and will have excellent client presentation skills. Remuneration will be highly competitive.

Please contact Nick Hudson at Michelangelo Associates, Search & Selection, 2 Austin Friars, London EC2N 2HE. TEL: +44 171-972 0150. FAX: +44 171-972 0152.

## BUSINESS DEVELOPMENT &amp; FINANCE MANAGER

This is an exciting opportunity to join the European headquarters team of a US diversified financial services organisation. This group is a wholly-owned subsidiary of one of the world's largest companies (\$74 billion of assets). Activity has commenced in the medical, electronics and communication sectors. Having completed the establishment of the UK operating entity, the Group is now poised to expand into mainland Europe commencing with France and Germany. The business strategy will be to provide strategic underwriting and proactive sales support to equipment manufacturers, replicating high levels of service already provided in other countries.

Reporting to the Finance Director, you will be required to undertake a multifaceted role in a small and entrepreneurial team which will necessitate a flexible business approach.

## The Position

- Provide in-house support to the sales managers in Europe.
- Be a core member of the European business development team.
- Perform analysis of market opportunities and potential acquisitions targets.
- Implement and manage human interface to real time, on-line multi-country data systems.

## The Requirements

- Accounting qualification or finance oriented MBA.
- Experience of working in Europe, especially France and Germany.
- Multilingual.
- Knowledge of the equipment, finance industry, gained either directly or through banking, consultancy or general corporate financing entities.

If you are interested in this position, please send your CV with current salary details to: Metin Mitchell, K/F Associates, 252 Regent Street, London W1R 6HL, quoting ref: 909771A, or alternatively by e-mail to cv@kfaeurope.com

Internet Home Page: <http://www.kfaeurope.com/kfaeurope/>

K/F ASSOCIATES

KORNFELDER CARRUTHERS INTERNATIONAL



## TOP OPPORTUNITIES

### SENIOR POSITIONS IN GENERAL MANAGEMENT

### MANAGING DIRECTOR

Speciality Footwear Retailer - New Zealand

For over 125 years, R Hannah & Co Ltd has led footwear retailing in New Zealand. The company is privately owned, has close to 100 stores nationwide, covering several market/brand segments and is at the forefront of new thinking in retailing. Hannah's and its associate brands are prominent in all major shopping centres and the Company is quickly developing new theme store concepts, as well as the prudent location of stores in new Outlet and Power centres.

The Managing Director will be responsible to the Hannah's Board for the continued profitable development of the company. The foundation is very solid with significant revenues, market leadership and a reputation for efficient manufacturing and importing, intelligent marketing and quality customer service.

Candidates will need to have speciality

or similar retail experience at a senior management level. They will need to provide evidence of success in adding value for shareholders, leading and developing staff and exceeding customer expectations. A sound background in retail selling, marketing and merchandising is essential as is an understanding of fiscal responsibilities and Board relationships. Experience in apparel retailing would be very helpful.

The remuneration package is at a high level and includes discretionary income based on company performance. Relocation expenses to Wellington, New Zealand's capital city, will be met.

Applications will be treated in strict confidence. Please send relevant personal and career history information to Norman Godden, Deputy Chairman, Sheffield Consulting Group Ltd, at our Auckland address below, quoting Reference 15991.

Telephone 64-9-377 5119  
Facsimile 64-9-307 2322  
PO Box 5621, Auckland, New Zealand  
E Mail: "Applications@scg.co.nz"



**Sheffield**  
CONSULTING GROUP LTD

### DEVELOPMENT OF YOUNG FINANCIAL MARKETS

GMA Capital Markets Ltd, a City-based provider of advice, assistance and training to fifteen young financial markets, mainly in countries in transition to the market economy, seeks more associates to work on a project-by-project basis.

Candidates must be technically outstanding, good communicators, adaptable, self-reliant, and resilient. Fields of specialisation include investment and pension fund management, investment banking (incl. corporate finance), securities market development and securities trading, venture capital and insurance.

Skills and experience in demand range from law and regulation through middle and senior management, to "back office" operations and financial training.

C.V.'s please to GMA (CV),  
113 Warnford Court,  
28 Throgmorton Street, London EC2N 2AT.

## BANKING FINANCE & GENERAL APPOINTMENTS

### PROLIFIC

### PRODUCT DEVELOPMENT CO-ORDINATOR

Our client, a leading investment house, is seeking a Product Development Co-ordinator to operate within the Business Development team.

You will be responsible for ensuring the successful launch of new products to the marketplace and updating and modifying the existing product range. You should have previous experience in a product development role, preferably within the investment industry, and have strong project management skills.

This position requires a resourceful individual with excellent interpersonal skills and a strong commercial awareness. You should be forward thinking in your approach and maintain an up-to-date knowledge of both marketplace and regulatory developments affecting the investment industry.

If you feel you have the necessary attributes to fulfil this challenging role, please send a full CV to: Elizabeth Williamson at  
Shepherd Little & Associates Ltd.

Fax  
0171-626 9400

Clarey Court, 21-23 St. Swithin's Lane  
London EC4N 8AD  
Financial Recruitment Consultants

Telephone  
0171-626 1161

**SHEPHERD LITTLE**

## BANKING FINANCE & GENERAL APPOINTMENTS

We're one of  
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Investment  
Institutions  
with  
\$40 billion  
under management.

And we're not even two years old.

Since our launch in 1994 by BAT Industries, one of the world's largest business enterprises, we've been growing at a remarkable rate. In just 18 months we've developed into one of Europe's premier investment institutions. Yet our plans for expansion don't stop here. We now aim to build a substantial retail and institutional mutual fund business and expand our operation across Continental Europe.

Ambitious we may be, but we believe we've already proved what can be achieved when you set your sights high.

Professionals of the highest calibre are needed for the following roles, all of which will be part of our Luxembourg operation but involve substantial travel throughout Europe. Join us now as we're poised for further growth and your prospects will be as promising as ours.

#### HEAD OF CLIENT SERVICES

This key role involves managing the client services function supporting our European business, which comprises a team forecast to grow to around 50 strong over the next three years. Your responsibilities will span all operational procedures as well as supporting sales and marketing activities. Recruitment and training will be key priorities.

Your knowledge of investment markets and products will include an understanding of the dealing, registration and compliance procedures associated with investment funds. Energetic and with a creative approach, you must have strong people management skills and the ability to manage projects, especially in relation to developing IT. You will almost certainly have experience of building service infrastructures. Fluency in English and German is essential; French would be an advantage. Reference: HCS/FT.

#### CLIENT SERVICES EXECUTIVES

We are looking for four customer-focused individuals to join the team providing assistance to investors and distributors in support of our sales, marketing and administrative activities. Two positions will concentrate on the Dutch market, one on Germany and the other on the United Kingdom; all involve working in our Luxembourg office.

You will provide high quality information on our products and services, investment procedures and markets, and troubleshoot specific customer problems. Mainly working over the phone, you will also produce reports and help develop new processes.

You will need a sound understanding of investment markets and products, and the dealing, registration and compliance procedures associated with investment funds. Ideally supported by experience in a sales or customer service role, you will certainly possess a creative, imaginative and solution-oriented approach. All of these roles require fluency in the native language of the local customer base as well as English. An additional language would be an advantage. Reference: GER/CSE/FT, NET/CSE/FT, UK/CSE/FT.

In return we're offering highly competitive salary and benefits packages that will reflect your skills and experience. To apply please call +44 (0)171 978 3028 for an application pack quoting the appropriate reference. Lines will be open until the end of January and written applications should be received in London by Wednesday 7th February.

#### SALES MANAGERS

We need energetic professionals to meet the challenge of building a market-leading sales function from scratch. They will target distributors in the Benelux region and high quality intermediaries in Germany.

These roles involve account management and co-ordinating multi-tiered relationships between Threadneedle and our distributors, as well as working with the Luxembourg marketing team to develop campaigns and new products for your region. Your brief will be to build strong client relationships through supporting sales activities and providing information on Threadneedle's products and the financial markets in general.

You must possess a sound understanding of investment markets and products as well as the investment funds distribution process, giving you the necessary credibility with clients and colleagues alike. Excellent presentation skills should be supported by fluency in Dutch/Flemish and English backed by a working knowledge of French for the Benelux region; and fluency in German and English for the German roles. Reference: BEN/MM/FT, GER/MM/FT.

#### MARKETING MANAGERS

These roles, covering Benelux and Germany, involve bringing the perspective of local regions into the development of our marketing strategy, communication activities and new product initiatives, in all of which you will play an active role. Managing the local advertising agency and helping develop new sources of outreach to local markets will also be part of your brief.

Self motivated, client driven and with a strong team spirit, you must have experience in fund management and a sound fund product background. You should be able to create marketing support materials and possess exceptional communication and organisation skills. For both roles you should have marketing experience in the local market and be fluent in the local language, as well as English. Reference: BEN/MM/FT, GER/MM/FT.

#### PR MANAGER

This role requires an individual to establish a strategic PR plan for our European business, including setting objectives and managing the agency relationships in a number of countries. Your activities will include arranging press meetings and co-ordinating sponsorship and hospitality events, whilst working closely with the European Sales Team.

You will need a flair for turning investment issues into PR themes and for applying them across any of the major European markets. Your knowledge of investment markets should have been gained through at least five years' experience in financial services PR. Fluency in English and German is essential; French would be an advantage. Reference: PRM/FT.



**Threadneedle**  
ASSET MANAGEMENT

### Capital Market Appointments

### Assistant General Manager Marketing Officer - New Issues

Our client, the investment banking arm of a major international Bank is seeking an experienced New Issue Marketing Officer.

Responsibilities will include establishing and maintaining relationships with regular issuers in the Eurobond market. An ability to liaise closely with the existing trading and sales team is essential. Candidates of the correct calibre will currently be working in an established New Issue House and must have a thorough understanding of the Swap and New Issue Market and a demonstrable successful track record.

This position offers an excellent career opportunity. The salary and benefits will be highly competitive and consistent with current market practice.

To apply please send your CV in strictest confidence to John Thorne, Partner.

Room 403, Salisbury House, London Wall, London EC2M 5EQ.  
Tel: 0171 491 2367 Fax: 0171 491 2367

### SALES ASSISTANT

We are an independent investment management and brokerage house seeking an experienced sales assistant. Candidates should be graduates, SFA registered, with excellent computing skills. Previous back office/settlement experience is desirable. An ideal candidate will be efficient, well disciplined and able to cope with the stress of a dealing room environment. Good communication and interpersonal skills and the ability to work on own initiative are also requirements. Age 24-34.

Please send your CV together with a hand-written covering letter to:

Linda Packe,  
ELI ASSOCIATES LTD,  
Old Park Lane, London W1Y 3LJ,  
Fax no. 0171 491 2367.

### MIDLAND SECURITIES SERVICES - GLOBAL CUSTODY

MSS is a leading and top rated Global Custodian. Our continued success and expansion has now led to a number of opportunities within our Operational area.

Experience of the Global Custody industry in either UK or Overseas, especially Settlements/Corporate Actions is required.

We offer excellent career prospects, a competitive salary together with a range of banking benefits.

If you are interested please send a c.v. to:

Gwendy Barnes  
Personnel Assistant  
Midland Bank plc  
Mariner House  
Peppys Street  
London EC3N 4DA



We are an equal opportunities employer.



## Marketing Manager

### Leading Asset Management House

c.£40,000 + Benefits

City

Superb opportunity to lead a new and innovative institutional marketing team and make a significant contribution to business development.

#### THE COMPANY

- Leading UK-based asset management group.
- Excellent reputation for investment performance and product innovation.
- Marketing function is professional, well funded and client focused.

#### THE POSITION

- Provide superb marketing support to UK institutional business and international operations. Lead and develop a newly-formed team.
- Develop and co-ordinate institutional marketing materials. Ensure provision of first-class service to key internal clients.

- Assist in co-ordination of new product and institutional business-development strategies. Drive market research. Develop and maintain institutional marketing/client databases.

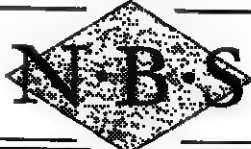
#### QUALIFICATIONS

- Business/Finance/Economics graduate. Good understanding of financial markets and institutional investment preferred.
- Minimum 3 years' relevant experience co-ordinating institutional marketing materials. Strong market research ability and familiarity with creation and use of marketing/client databases.
- Energetic, possessing drive and initiative. Excellent interpersonal and organisational skills.

Please send full cv, stating salary, ref F560104, to NBS, 10 Arthur Street, London EC4R 9AY



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## Head of Syndications

London

Our client is an International merchant bank with fellow subsidiaries in the main financial centres providing global banking and treasury services to its clients. It has established an enviable reputation in emerging markets including niche strengths in structured trade and project finance, forfiting, corporate debt trading and international financing for corporates.

It now wants to appoint a senior syndications specialist to enhance and develop the bank's capability to respond to the financing needs of key corporates in those countries where the bank has a strong market presence. The position represents a key element in the bank's strategy and the individual will be expected to fulfil a pivotal role in the shaping of the team and position the bank to be a natural choice as arranger.

The individual will need to possess exceptional marketing skills as well as having the drive and personality required to build relationships. This is a "hands on" role which encompasses origination, structuring and distribution for which a highly competitive salary, exceptional bonus potential and usual banking benefits are offered.

Please send a detailed Curriculum Vitae quoting reference ANC102 to Rochester Partnership Limited, 7 St Helen's Place, Bishopsgate, London EC3A 6AU. Tel: 0171 256 9000 Fax: 0171 256 9111.



Rochester  
Partnership Ltd

## Fund Accountants

J.P. Morgan Investment Management Inc. (JPMIM) in London is the international investment arm of J.P. Morgan & Co. Incorporated. With \$157 billion under management, it is one of the premier investment management houses in the world. These assets are managed in a wide range of funds, domiciled throughout Europe, which invest in various financial instruments including US and international equities, bonds, money market and derivative instruments.

JPMIM is looking to expand its Funds Administration team in London by recruiting three Fund Accountants. These appointments will play an important role providing essential support from a financial accounting, tax, regulatory and fiduciary perspective.

You will be responsible for the following:

- Overseeing of daily fund operations, primarily externally produced Net Asset Value calculations.
- Development and maintenance of control procedures.
- Monitoring of accounting and tax policies relating to new and existing funds.
- Drafting of financial and regulatory statements.
- Preparation of fund expense budgets, financial analysis and MIS reporting.
- Planning fund dividend distribution.

To be a candidate, you should have three years fund accounting experience gained in a unit or master trust accounting service provider, an investment management company or exposure to the investment industry from a major accountancy firm.

Educated preferably to degree level or with an equivalent accountancy qualification, you must be self-motivated and possess excellent interpersonal skills. PC skills are important, with the ability to speak a second European language an advantage.

These positions offer a generous salary plus benefits package and excellent career prospects within one of the leading international banks.

J.P. Morgan Investment Management Inc. is an equal opportunity employer.

Please contact Elizabeth Williamson at Shepherd Little & Associates Limited, Cleary Court, 21/23 St Swithins Lane, London EC4N 8AD. Tel: 0171 626 1161, Fax: 0171 626 9400

JPMorgan

## Corporate Finance Executive

### International Merchant Bank

London

Competitive salary plus bonus

This is an outstanding opportunity to join a busy corporate finance team as an executive in a prestigious bank with strong Middle Eastern connections.

Our client is a highly regarded, profitable institution, strongly funded by international shareholders. It is well placed to capitalise on the structural changes occurring within the principal markets in the Middle East. Corporate finance is a core activity with a clear strategy and plans for growth.

The position will involve contributing to transaction execution teams mainly in the areas of financial analysis, modelling and documentation. The successful applicant will be part of a London based team working on corporate finance transactions across a range of industry sectors, principally for

clients in the Middle East and related areas.

High calibre individuals are sought with first class financial modelling and analytical skills, preferably with the capability of developing into transaction managers and client relationship officers. Candidates should ideally be in their mid-20s. Preference will be given to applicants who have attended a recognised corporate finance training programme at a leading financial institution. Cross border experience is desirable and travel will be necessary.

Please apply in strict confidence, enclosing a detailed CV and listing separately any companies to which your application should not be sent, to Geoff Selby, Ref. GR/321, Roose and Partners Advertising Limited, 100 Gray's Inn Road, London WC1X 8AU.

ROOSE & PARTNERS

## Marketing Electricity

Ipswich

Up to £60,000 + package

The trading and retail selling of energy is becoming an increasingly open, competitive market, particularly in electricity where all customers in the UK will have complete choice of supplier from 1998.

#### The Client

- Eastern Group is an energy company pursuing planned national and international expansion.
- Determined to expand their major share of the 23 million electricity customers in the UK.

#### The Appointment

- A new Marketing Manager to establish, then implement, a marketing strategy to help secure a larger share of the electricity market, within the greater energy market.
- Development of innovative marketing initiatives that attract and retain customers applying best practice from a wide range of retail and service industries.
- Reporting to the Head of Electricity Sales and Marketing and working with the Group strategy and trading development department.
- Fully engaged in the commercial reality of the business.

#### The Candidate

- Proven ability in developing market strategy in the financial services, retail or energy sectors.
- Keen interest in the application of branding, positioning and loyalty programmes to win and retain customers.
- Commercial acumen and objective self confidence to establish, then enthusiastically motivate, a new team.
- Graduate analytical skills, translated into clear, concise communication skills.

Please send a summary of how you match this appointment with your curriculum vitae and salary details, to Peter Dell, Ernst & Young Management Resourcing, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NH, quoting reference PD655.

ERNST & YOUNG

Outstanding opportunities for versatile individuals with significant project lending/advisory experience.

## PROJECT FINANCE

Package £60,000-£90,000

Commerzbank AG, as a leading International German bank is an active participant in global financial markets and is expanding its investment banking business, which includes export and project finance. An award winner in European project finance in 1995, the project finance team is already well established in Frankfurt and the bank now seeks to expand its presence in London in four international industry sectors:

- Transport and Telecommunications
- Industrial
- Natural Resources and Environment
- Power

Educated to degree standard with possibly a professional qualification or MBA, candidates should have at least four years' experience in a senior capacity on arranging and/or advisory assignments. Strong credit skills relative to limited recourse financing are required together with well developed computer modelling abilities. A proven track record in the origination, negotiation and closing of complex limited recourse transactions and first hand knowledge of capital markets and derivative products will demonstrate the candidates' potential to succeed in a competitive environment.

The positions offer a high level of responsibility for those with the flexibility, fair and inter-personal skills to contribute to the success of this growing team of investment banking professionals.

Please will you send, in strict confidence, by post/fax, full career details quoting ref: PF5315/FT to our consultants: Managing Director, CJA, 2 London Wall Buildings, London Wall, London EC2M 5PR. Tel: 0171 588 3588. Fax: 0171 256 8501.

COMMERZBANK  
German knowhow in global finance



## THE NORTHERN TRUST COMPANY GLOBAL CUSTODY

The Northern Trust Company is a leading Global Custodian. Its reputation has been built upon a commitment to providing outstanding customer service, recruiting and developing high calibre individuals, and investing in the technology essential to remaining at the forefront of this competitive industry. Northern is seeking to fill the following key positions within its sales and marketing and relationship management activities.

### SALES AND MARKETING

The successful candidate will be responsible for leading sales and marketing of Northern Trust's services to pension funds, insurance companies and government entities in the UK and Europe. This key senior management role within the London office will provide the opportunity to significantly impact Northern Trust's presence in the market. Interaction with operations, client servicing and product development are all important aspects of this management position.

Reporting to the General Manager, candidates should be highly results oriented achievers and will be able to offer:

- A proven track record of sales and marketing and the ability to demonstrate how this experience has enabled them to convert prospects into successful sales.
- Technical expertise in Global Custody or other products within the securities industry.
- Outstanding communication and influencing skills.
- The ability to motivate and lead a professional sales team.
- A high degree of self motivation, together with sophisticated negotiation skills.

Ref: 6280/E

### RELATIONSHIP MANAGERS

The successful candidate will be responsible for managing and developing Northern Trust's relationships with the investment management community. This will involve undertaking formal service reviews, pursuing business development opportunities and resolving complex service issues.

Reporting to the Head of Investment Management Liaison, candidates should be able to offer:

- A proven track record of developing and maintaining strong working relationships within a service oriented environment.
- A thorough knowledge of Global Custody or investment management operations.
- The ability to actively identify new business opportunities.
- Strong interpersonal and influencing skills.
- Commercial acumen and maturity to enable them to influence at all levels within investment management organisations.

Ref: 6280/F

If you are interested in the positions, please send your CV with current salary details to: Karla Dalton, K/F Associates,

252 Regent Street, London W1R 6HL, quoting the appropriate reference, or alternatively by e-mail to cv@kfaeurope.com

Internet Home Page address: <http://www.kfaeurope.com/kfaeurope/>

K/F ASSOCIATES

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## Assistant Director – Export Finance

UK Merchant Bank

Excellent Package

City

Outstanding opportunity for experienced and talented export finance professional to join successful and expanding team.

### THE COMPANY

- ◆ Worldwide banking group with extensive international coverage.
- ◆ International export finance is core product area.
- ◆ Experienced specialist finance team with very successful, high-profile track record.

### THE POSITION

- ◆ New senior role within growing specialised team responsible for marketing, structuring and executing buyer credit finance.
- ◆ Full deal origination, structuring, negotiation and closing responsibility. UK Corporate market sector.

- ◆ Member of global team. High-profile, autonomous position offering real scope for using initiative.

### QUALIFICATIONS

- ◆ Proven record of success in sourcing export finance transactions in UK market.
- ◆ Minimum 3 years' experience of innovative structured finance transactions. Syndication experience useful.
- ◆ Marketing, communication, relationship management and modelling skills key. Committed, motivated, performance-driven, team player.

Please send full cv, stating salary, ref FS60105, to NBS, 10 Arthur Street, London EC4R 9AY



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## Structured Export Finance

Financial Engineer – Global Investment Bank

Excellent Package

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Unique opportunity for commercially-oriented, robust individual to join newly-established team focused on new product development.

### THE COMPANY

- ◆ Prestigious, innovative, profitable banking group.
- ◆ Success story in investment banking.
- ◆ Headquarters in London with office network in over 20 countries.
- ◆ Creative, stable team committed to relationship-driven business.

### THE POSITION

- ◆ New role, reporting to head of group. Part of a team working closely with global marketing teams.
- ◆ Provide innovative solutions to export finance problems using securities, derivatives and tax-based products.

- ◆ Challenge export finance system, develop new products.

### QUALIFICATIONS

- ◆ Demonstrable track record of structuring complex financing packages for projects in developing countries. Knowledge of export finance important.
- ◆ Leasing, Tax-driven, Derivatives, Capital markets or Asset finance background.
- ◆ Self-starter, versatile and commercially-adept with strong interpersonal and presentation skills.

Please send full cv, stating salary, ref FS60106, to NBS, 10 Arthur Street, London EC4R 9AY




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# Heroes WANTED for THE COLA WAR



PepsiCo is one of the world's most successful consumer products companies. With a team of 471,000 employees in more than 175 countries, the corporation is an international leader in beverages; the world's largest producer of salty snack foods and the world's largest operator of quick service restaurants.



PEPSI-COLA INTERNATIONAL

General Managers  
– Sales &  
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Finance Managers

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Managers

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Salary

US\$ Extremely

Attractive

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Fixed-Term Contracts

(2-4 Years)

PepsiCo are planning to take Russia's eastern front by storm. In a country that's twice the size of the US, with a population three times that of the UK, we're planning an extraordinary campaign of expansion.

We are already the dominant force in the market. So we know that the Russian people love our beverages. And by setting up new bottling plants, sophisticated distribution programmes, and hundreds of new customer routes and vehicle fleets, we're going to make sure our customers get what they want, across the breadth and depth of the country.

Our strategic plan is to triple our business here in the next three years, which will create outstanding career opportunities for a few talented people. So we are issuing a unique challenge to top-flight individuals excited by the prospect of starting up new businesses or developing them over the crucial first few years. We are looking for trail-blazers to work as start-up teams; and managers who will come in and really make it happen afterwards. People with the leadership skills to develop, rally and drive forward our plans in Russia, accomplishing goals most people can only dream about.

You'll be looking for a career-making opportunity in a new country where you can really make your mark. Coupled with significant management experience in any one of five areas and a blue-chip track record, you will also have the ability to empathise with and develop high quality local staff. You must be prepared to move within Russia, and a second or third language to English (particularly Russian, Polish and French) whilst not essential is desirable. Experience in the drinks or bottling industry would also be a distinct advantage.

The challenges you will face are significant. But it's the opportunity of a lifetime and with PepsiCo's backing, the rewards will be equally substantial. We are prepared to tailor a very generous package to satisfy the requirements of the individuals we want. The renewable fixed-term contracts we are offering can be structured to suit you, and there are additional outstanding expatriate packages.

If you think you've got the right spirit of adventure, please send a comprehensive CV including full salary details to: The Response Centre, TCS Advertising, 35 Garway Road, London W2 4QF. Please quote reference number TCS/PR3 on the outside of the envelope. For further information why not look at our internet site or URL: <http://taps.com/pepsico-russia>



## Project Director - Transportation

Far East

Salary Indicator £100,000 & Accommodation & Benefits

This is a superb opportunity to fully manage a landmark civil engineering/development project with an initial construction value of US\$150m. The project comprises a high capacity bridge; tunnels and adjoining infrastructure works.

The person sought will be in overall charge of construction activities and will lead development appraisals and negotiations, managing in-house and external design teams, consultants and financiers. Previous in-depth experience of project financing is desirable. Far Eastern based experience is a distinct advantage.

Candidates should have a degree in either an engineering or business discipline (ideally both) and a career history of involvement in major projects in senior positions.

The company is presently engaged in a wide range of construction and development activities worldwide in the civil engineering, oil/gas and power generation markets. This project broadens the scope of operations into transportation with the objective of creating a new strategic business unit. This is a long term career opportunity with a successful entrepreneurial company.

Interested candidates should submit their CV's in the first instance to Chris Cheetham (advising the client), quoting reference FT/1004CC at:

PRS Limited, Culpin House, 74-78 Town Centre,  
Hatfield, Herts, AL10 0JW.  
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The Royal Institute of International Affairs of International Affairs seeks Director

To succeed Professor Sir Laurence Martin

The Royal Institute of International Affairs is a world-renowned independent centre for the discussion, research and analysis of foreign affairs. The Institute was set up in 1920 by former delegates to the Paris Peace Conference in 1919. It received its Royal Charter in 1926.

The successful applicant will take up the appointment on January 1st 1997. Those interested should write to the Chairman, Lord Wright of Richmond, at the RIIA, Chatham House, 10 St James's Square, London, SW1Y 4LE. Closing date for applications is February 29th 1996.

The Institute is a registered charity No. 208223.

## ENERGY TEAM (OIL AND GAS)

Investment Banking opportunity

Competitive salary & banking benefits • London base

Our client, a prestigious US investment bank actively trading world-wide, is looking for an experienced professional at Associate level to join its Energy Team in the Investment Banking Division, based in London.

You must hold an MBA from one of the very top international business schools and demonstrate proven academic excellence, including a good primary degree in petroleum geology or petroleum engineering. In addition to hands-on engineering experience, you will have a recent track record of financial services experience with emphasis on privatisation within the oil and gas industry sector in the Indian subcontinent, gained in a blue-chip investment bank.

You will play a critical role in developing and executing investment banking business in South East Asia, including mergers and acquisitions, IPOs for former state-owned corporations and the emerging private sector, and the co-ordination

and management of other public offerings and private placements of debt and equity securities. The co-ordination and preparation of materials, and exhibits related to business development and transaction execution is also required.

Candidates must have a high energy level, be able to cope in a highly-pressured environment and have proven interpersonal skills. Fluency in English and at least two Indian languages is essential.

The rewards package and career development prospects are excellent.

To apply, please write with your full CV and quote reference 331, to: Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BB.

Applications will only be sent to this client but please indicate any company to which your details should not be forwarded.

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## MANAGING DIRECTOR CENTRAL ASIAN REPUBLIC

A multinational company is seeking a director of operations in Kyrgyzstan. The applicant should have an MBA degree with an emphasis on international business administration, must speak fluent Russian and English, and be familiar with the economic and political issues of the region. Marketing skills with regards to hardwood timber resources would be helpful, but not required. The candidate should be able to manage a project from planning to implementation and must also be able to work with multinational companies. An overview of the latest economic developments in foreign investment, joint ventures and policies in the newly-formed Central Asian countries would be helpful. A competitive package is available to the right candidate.

PLEASE RESPOND BY FAX TO OUR OFFICE IN HOUSTON AT (713) 789-2268

## MONEY BROKING - CITY

We are currently seeking a young graduate to join our progressive broking firm as a trainee broker. The suitable applicant should ideally be under 25 years of age and smart in appearance. Other qualities to include an ability to communicate, quick mind, personable character and a willingness to work hard. A second European language, ideally French, is preferred and the ability to work in a team is essential. Training will be given; The remuneration will depend on the qualifications of the successful candidate.

Please apply in confidence enclosing C.V. to Box AS267, Financial Times, One Southwark Bridge, London SE1 9HL.

## APPOINTMENTS WANTED

YOUNG ENTREPRENEUR (32)

PLEASE WRITE TO BOX AS798

Financial Times, One Southwark

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**Excellent Remuneration Package****Worldwide Multinational**

One of the world's largest and most profitable consumer packaged goods companies, manufacturing and marketing a wide range of quality products, continues to successfully grow in Central and Eastern Europe.

At the Headquarters based in Switzerland there is now a business need to recruit exceptional individuals who will have an opportunity to be part of a Corporate Affairs team.

**CORPORATE AFFAIRS EXECUTIVES**  
Central Europe / Eastern Europe

- Superb career opportunities have arisen in Corporate Affairs for two motivated, professional Executives interested in joining a dynamic Headquarters team in Switzerland.
- Reporting to Corporate Affairs regional management, successful applicants will be charged with assessing and responding to challenges and opportunities associated with the legislative and regulatory environments in which the growing businesses in Central and Eastern Europe operate.
- In responding to such challenges and opportunities, Executives will be expected to gain a strong understanding of the business in Central and Eastern Europe; build and refine internal and external corporate relations; and, design and execute strategic initiatives and programmes aimed at ensuring a favourable business environment in these geographic areas.
- Team fit will require applicants to be comfortable being part of a team as well as being able to succeed as an individual contributor. Preferred age range 27-35 years.

- A graduate, preferably in the field of political science, international relations or economics, coupled with the ability to think strategically but operationally deliver, will need to be evident at interview.
- Excellent analytical and communications skills, both verbal and written, are an absolute must. Knowledge of a Central/Eastern European language and/or German would be an additional advantage.
- Academic qualifications must be complemented by at least three years experience with a Public Affairs Agency or government organisation; preferably with involvement in the emerging markets of Central and Eastern Europe. Ideal candidates will have worked in a public affairs/government relations position with a blue-chip FMCG multinational active in the region.
- Willingness to undertake significant business travel and ability to rapidly adjust to multicultural operating environments are required.

- Continued business growth has created a unique challenge to be part of a growing team based at the Headquarters.

- The successful applicant will report directly to the Director, Communications, Media and Public Affairs and will work in partnership to build and execute a communications strategy in parallel with the continued success of the business.

- This diverse role will cover media relations, input to communications programmes, liaison with company affiliates and internal skills development of Corporate representatives.

- The ability to build and sustain sound interpersonal relationships both internal and external, with limited direction will be key to the success of this role. Cultural sensitivity & adjustment must be self-evident.

- Interested applicants must hold a university degree or equivalent and will need to demonstrate a thorough understanding of European and international media, specific to business.

- Excellent written & spoken English supported by a persuasive yet diplomatic manner, coupled with a creative approach to work are considered necessary prerequisites for this role. A second language will be a real asset.

- Applicants must have five years post graduate hands-on work experience in press and public relations preferably in an American/blue-chip corporate environment or a Public Relations Agency. Applicants under 28 years are unlikely to have the depth & level of experience to thrive in this demanding environment.

- Mobility is a must, extensive travel will be part of the brief.

If you feel you have the business and personal qualities to contribute to the continued success of a major multinational, they in turn will provide an excellent platform for development.

Please reply in the strictest confidence with full curriculum vitae and covering letter, stating current remuneration package to:

Researching Centre: ref. 276 173 229  
OFA Ored Pauli Publicist SA  
Rue de la Colonne 6 - Case postale  
1211 Courmourens, Switzerland

Closing date for receipt of applications is 5th February 1996.



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London

Our client is a major investment bank with a high profile presence in global derivatives markets. The Quantitative Equity Research Group works at the leading edge of mathematical and computational science, and now has an opportunity for a research scientist to further develop the techniques for risk management and product analysis. This is a demanding challenge calling for a Ph.D level physicist with 10 years' post-doctoral research experience and relevant expertise in quantitative risk measurement and derivative product analysis including valuations and interest rate yield curves. The crucial computational skills required for the role include:

- Hardware design
- Software design for data and event-driven systems
- C, FORTRAN, UNIX
- Client Server process design; multi-threaded applications
- X-Windows, GUI's, TCP/IP, Oracle, SPARC

- RISC facilities to perform large volume data reconstruction.

Your track record in research will have given you exposure in presentations at international conferences and seminars, and involved you in collaborative projects with laboratories and universities. Your intellect must be complemented by the interpersonal skills to lead and direct teams of scientists and engineers on research, data analysis and computational implementation projects. Ideally there will be scholarships and/or awards amongst your achievements. These are exacting parameters for a highly challenging role. The rewards on offer, along with the career prospects, are everything your talents deserve.

Please send your C.V. to: Alastair Lyon, Confidential Reply Handling Service, Ref 333, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

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FINANCIAL RECRUITMENT INTERNATIONAL

**JAPANESE EQUITIES ANALYST**

Independent fund management company seeks Japanese Equities Analyst. Must have a good degree in a finance related discipline and a minimum of 2 years' analytical experience with a financial institution in Japan. Must be bilingual in English and Japanese, computer literate and willing to travel. Competitive package offered.

Reply in writing with full C.V. to Box A5257, Financial Times, One Southwark Bridge, London SE1 9HL.

**FINANCIAL OPTIONS CLERK**

Responsible, motivated person needed for options trading company on LIFFE. Applicants should be numerate and must have a specific desire to progress to trade financial options. The successful candidate will participate in a comprehensive training program. No prior industry experience is necessary.

Respond to Box A5258, Financial Times, One Southwark Bridge, London SE1 9HL.

**ACCOUNTANCY APPOINTMENTS****Corporate Finance Due Diligence**

London

Excellent packages

• With an enviable number of blue chip clients, Ernst & Young's Due Diligence team is regularly involved in a significant number of major UK and international transactions and forms the largest component of the firm's increasingly high profile Corporate Finance department.

• Central to the continued growth of the Due Diligence team is the appointment of a number of ambitious, commercially oriented due diligence managers and senior managers.

• Developing key relationships with senior executives from a wide range of clients and financial institutions you will have a vital role in the successful completion of corporate finance assignments. Responsibilities will encompass the project management of pre and post acquisition reviews, stock exchange work and special projects.

• To take full advantage of the outstanding career development opportunities it is likely that you:

- Have proven due diligence expertise gained with a large plc or accountancy firm.
- Have a good academic record as well as a professional accounting qualification.
- Are an energetic team player with excellent written, interpersonal and presentation skills, and proven people management abilities.
- Have a high level of commercial acumen and are committed to adding value to the due diligence process.

• Relocation assistance can be provided for successful candidates currently based outside of London.

• Please send your curriculum vitae, including current remuneration, to Richard Pooley or Susan Milford at Ernst & Young Management Research, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NF, quoting reference: EY694.

**ERNST & YOUNG**

**European Finance Manager**

West London

£45,000 + Package

Our client is a US\$2 billion turnover distributor of networking and cabling systems.

Trading since 1957, the company has grown to become one of the leaders in its field with a truly worldwide distribution network and employing more than 4,000 people.

Due to a recent restructuring within Europe, the European headquarters are being relocated from Brussels to West London.

In order to strengthen their financial and commercial expertise, our client is seeking to appoint an experienced European Manager with strong communication and technical skills with the ability to become an integral part of the management team.

Working closely with the regional accountants, the role encompasses not only the development

of the systems and accounting procedures but also the development of the individuals within the Finance team. Critical to the success will be the ability to develop strong working relationships across the group.

Candidates will be qualified with a proven record of senior management experience from within a European Head Office/Operating division. The successful individual must demonstrate well developed interpersonal skills along with high levels of personal presence, maturity and commercial acumen in order to make a positive contribution to the continued growth of the company.

Interested applicants should write enclosing an up-to-date curriculum vitae, quoting reference number 247443 to Laurence Pengelly at Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



**Michael Page Finance**

Specialists in Financial Recruitment  
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**FINANCIAL CONTROLLER**

PACKAGING - SUB OF US MULTINATIONAL

SOUTH OF ENGLAND

TO £45,000 + CAR

Our client is a UK based multinational and a brand leader in its field. Their UK subsidiary, part of their worldwide packaging division, seeks a high calibre Financial Controller to oversee the total finance function.

You will report to the General Manager and be a key member of the management team with overall responsibility for the total finance function which also incorporates treasury, taxation and information processing. You will control a small, highly motivated team and make a strong contribution to the formulation and implementation of the Company's future long term plans and strategy.

You will probably be in your mid 30's, be a qualified accountant, preferably with a degree or an MBA and have worked in a responsible role in a finance function of a major

multinational company preferably in a manufacturing environment. First class technical, IT, knowledge and interpersonal skills are a prerequisite, as is hands-on style. You must be highly motivated with strong leadership qualities and above all, you must have the strength of personality, intelligence, commitment and flexibility to succeed in a competitive and commercial environment poised for growth.

This is a career development opportunity and will appeal to those candidates seeking to advance their careers with a major multinational corporation in a European environment.

If you are interested, please send your CV in confidence to Stuart W J Adamson FCA, quoting reference number 4010 to Adamson & Partners Ltd, 10 Lisboa Square, Leeds LS1 4LY. Telephone number 0113 285 1212. Fax number 0113 282 0802.

**ADAMSON & PARTNERS**

INTERNATIONAL EXECUTIVE SEARCH & SELECTION

**FINANCE DIRECTOR**

Paris

Our client is the French operation within a significant division of a major UK Plc which operates in over 100 countries worldwide.

This role reports to the Managing Director and will be instrumental in maximising the potential of the business. Responsible for a professional team you will:

- Review and develop all systems and controls to the highest standards.
- Ensure timely and accurate information is provided to the London Head Office.
- Provide commercial analysis and interface with both the marketing function and customers.
- Support the Managing Director in driving the business forward.

As a qualified Accountant, you will have well-developed leadership skills and a strong affinity with computerised systems. You will have used your broad financial management experience to contribute, in commercial as well as financial terms, to the bottom-line. You must have also successfully and positively influenced your non-finance peer group.

It is essential that you have worked in France, almost certainly for a large international group, and must be able to operate with equal ease in both French and English. Experience of an environment with a significant element of distribution and/or marketing would be ideal.

Interested candidates should write with full CV, quoting current rewards package, to Karen Wilson, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY. Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HKW/12005/FT.

**Hoggett Bowers**

EXECUTIVE SEARCH & SELECTION



THE PSD GROUP



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## FINANCE DIRECTOR

Unipalm PIPEX is one of Europe's foremost Internet services providers. This reputation has been achieved by consistently leading the industry in providing commercial quality internet solutions to the business sector. We are a wholly owned subsidiary of UUNET Technologies Inc., and growing at a rate in excess of 300% per annum to meet the continuing demands of our customers in embracing new technology solutions. This rapid pace of expansion requires us to strengthen our business operations with a new appointment of Finance Director reporting to the European Finance Manager.

The role will encompass:

- Full financial management and control
- Provision of commercial advice to business units
- Liaison with and reporting to our US Parent Company
- Development of new finance and reporting systems
- Business Planning and Forecasting

You are:

- Of graduate calibre and holder of a recognised accounting qualification
- Experienced in US GAAP
- A high energy person who enjoys a fast moving environment
- A senior professional in the finance function of a high tech company
- Enthusiastic about IT solutions with experience of implementation

Our continued growth offers excellent career development opportunities in existing and future businesses throughout our worldwide organisation. We offer an attractive package including a salary of c.£55k, fully expensed car, private health and attractive stock options.

If you want to rise to the challenge, then please fax or send your CV, quoting reference number 9496A2, current salary details and where possible daytime telephone number, to our advising consultants, Goodman Graham & Associates, 8 Beaumont Gate, Shenley Hill, Radlett, Herts WD7 7AR. Fax: 01923 854791.

Further information on Unipalm can be obtained on the Internet: <http://www.unipalm.pipex.com>



Unipalm PIPEX

**CYPRUS**  
c. \$65,000  
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### UNIBROS (HOLDINGS) PLC

With sales in excess of \$600 million and over 40 offices world-wide UNIBROS (HOLDINGS), is enjoying exceptional growth in the 1990s. Primarily involved with the production, marketing and sales of raw materials from global producers to developing and Western markets, they are an acknowledged leader in their field. The company wishes to recruit the following finance professionals to help drive the next phase of their growth.

#### GROUP FINANCIAL CONTROLLER

Reporting to the Finance Director, the Financial Controller will manage a team head office accountants and local finance managers. The primary responsibilities are to spearhead the implementation of effective financial controls and systems and to develop management reporting for the group and its operating companies. Though the position is based in Cyprus, the Financial Controller will visit all overseas offices on a regular basis and will be expected to make a major impact in maintaining and enhancing the financial integrity and profitability of the business.

Applications are invited from qualified accountants aged 28 to 35 with international experience gained on assignment or in an overseas posting. Fluent in English and, ideally, another foreign language, you will be keen to develop your financial and commercial skills in a dynamic, multi-cultural business. The positions benefit from low local taxes, offer relocation assistance and prospects to move to more enhanced financial or commercial roles. Please forward your CV to Andrew Thornton at Russell Thomas Associates Ltd., Premier House, 77 Oxford Street, London, W1R 1RB, England Telephone: +44 171-494 3374; Fax: +44 171-434-1344

#### FINANCIAL SYSTEMS CONTROLLER

The position reports to the Board and operates with support from Head Office Responsible for the world-wide review of financial, operational and management controls, you will identify potential areas for improvement, recommend changes for increasing efficiency and profitability and then implement and subsequently monitor the effectiveness of the agreed changes. This commercial role involves extensive travel, regular contact with local management at director level and offers considerable scope for personal decision making.

**RUSSELL THOMAS ASSOCIATES**  
FINANCIAL RECRUITMENT CONSULTANTS

North Home Counties £50,000 + Car & Usual Benefits

## Finance Director

Our client is a large manufacturing company operating in the Rubber and Textile industry serving niche markets in Europe and the rest of the world. The operation is growing rapidly and it now needs a Finance Director who will report to the Managing Director, control the whole of the financial input and play an important part in the future development of the company.

Some 80% of turnover derives from overseas, so the successful candidate will be thoroughly familiar with an international trading environment as well as being a well qualified and experienced accountant, probably aged late 30's upwards. Such experience will have included the development of computerised management information and control systems and the management of external finance. It will also include full cash management responsibility.

This position is demanding. It calls for a hands-on team leader who leads by example to standards impressive to visiting overseas customers.

Letters of application, together with CV, salary progression and any other relevant data, should be sent without delay to the Managing Director, Performance Management Limited, Administration Unit, 28 Park Mount Drive, Macclesfield, Cheshire SK11 8NT, quoting reference P202.



Performance Management Limited  
MANAGEMENT CONSULTANTS

**DAWSON**  
DAWSON FOR FABRICS LTD  
A member of DAWSON INTERNATIONAL PLC

### FINANCE DIRECTOR

Dawson For Fabrics with operations in West Yorkshire and Holland is the specialist fabrics division of Dawson International plc and is the market leader in Europe for its products with sales of around £40 million.

We are seeking a Finance Director who will report to the Managing Director, will take full responsibility for finance and information technology within the business and be a key member of the management team.

The business operates in a dynamic international market environment and has very successfully managed continual change to establish and maintain its leading position within the industry.

Candidates will be qualified accountants with experience in manufacturing industry and will probably be aged between 30 and 45. A strong commercial outlook is required as well as experience in modern management accounting techniques in a computerised environment.

The appointment, based in Huddersfield, carries an excellent remuneration package, including relocation expenses where appropriate.

Career progression is encouraged throughout Dawson International plc which is a leading Scottish based international textile and apparel company.

Applications giving full details of relevant qualifications and experience should be sent in the first instance to:

Mr Neville R. Barnes, Personnel Executive,  
Dawson International plc, Lockleaze Mills  
Kilnseye KY13 7GL

MEMBER OF DAWSON INTERNATIONAL PLC

## GlaxoWellcome

An invitation  
to explore Finance and IT  
opportunities with the world's  
largest pharmaceutical company

Meet us  
for an informal discussion and a buffet  
in Central and West London  
on Tuesday 30 January or Thursday 1 February  
any time from 4.30pm to 8.30pm

Glaxo Wellcome is the world's largest pharmaceutical company, with sales of c.£7bn in 1995. We are currently enhancing our position through continual innovation in products and services, and highly customer-focused business management.

As Glaxo Wellcome's customers and markets change, the need for high quality information and decision support becomes critical. This, together with the introduction of a process-driven approach to operations, is leading to the redefinition of roles and the creation of new opportunities for Business Advisors, Business Analysts, Financial Analysts, Project Managers, Information Analysts and Corporate Planners.

We seek high potential individuals, preferably graduates, with skills in cross-functional working, proactive problem-solving and creative thinking. Some roles require an MBA or post graduate accounting qualification.

While you will probably have a large company background, broad functional experience in a dynamic emerging business is also of interest, and a customer-focused approach is vital.

The roles, based West of London, attract salaries up to £45,000 plus benefits and relocation assistance where appropriate.

Please telephone our retained consultant, Sue Rooster, on 01727 857753 for details of the vacancies and to reserve your place. If you cannot attend but would like to know more please write enclosing your CV, to Sue at Barrett Webb Limited, Ashbottle House, Lower Dagnall Street, St Albans, Herts AL3 4PA. Fax: 01727 812885.

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### ACCOUNTANTS - ANALYTICAL

South Africa - Russia - Brazil - Argentina

Our emerging markets group requires accounting analysts capable of examining and evaluating financial statements of companies from various parts of the world. Candidates should be university graduates with auditing experience and an interest in detailed investigative work. Experience in asset value estimation will be a plus. Travel could be extensive and continuous. You may be based in South Africa, South America or Russia.

Candidates should fax or post their curriculum vitae and an application letter to the address below. The curriculum vitae should include details of qualifications and work history and the application letter should include expected salary and when you will be available.

Apply to: Dr Mark Mobius, Templeton Emerging Markets,  
20 Raffles Place # 10-103, Ocean Towers, Singapore 048631,  
Tel: (65) 534 0476 Fax: (65) 534 5274

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Templeton

## ROYAL DOULTON

### Financial Controller: Jakarta, Indonesia

Royal Doulton plc, the world's largest manufacturer and distributor of premium ceramic tableware and giftware, seeks a Financial Controller for its newly formed manufacturing company in Indonesia.

The successful candidate will play an important part in the subsidiary's manufacturing and commercial operations near the capital city of Jakarta, where a strong U.K. management team is being put in place.

He or she will be responsible for the preparation of monthly management accounts, the design implementation and administration of information systems, and the training and development of local finance staff. The role will also involve regular liaison with Royal Doulton's finance and commercial operations in the U.K., and with its marketing and distribution companies in the U.S.A., Canada, Australia and Japan.

This is an exciting start-up opportunity in what is intended to be a fast growing and profitable sector of the Royal Doulton business.

The ideal candidate will be a qualified accountant with a successful track record in a manufacturing environment, who can combine a good intellect and high communication skills, with the personal qualities and flexibility required in such an assignment.

Success in this role will lead to further career opportunities at group or operating company level.

The remuneration package includes a good base salary, foreign service allowance, bonus, health insurance, car and pension scheme.

Applications, which will be treated in confidence, should be made in writing with a detailed CV to:-

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ROYAL DOULTON PLC  
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LONDON ROAD  
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## DIRECTOR OF FINANCE

The company is a fast growing, £170 million turnover, stand-alone UK subsidiary of a major US group and is a market leader in the provision of electronic products and services. It is ISO9000 and MRPII class A certified. An internal promotion has now created the need for an exceptional Director of Finance to join the senior management team.

#### The Position

- Report to the Managing Director and with total responsibility for the finance function.
- Contribute to policy formulation and strategic planning.
- Ensure the accurate and timely production of financial and management accounts, budgets and forecasts.
- Spearhead information technology initiatives.
- Act as Company Secretary and Pension Fund Trustee.

#### The Requirements

- Qualified accountant, ideally chartered; graduate calibre.
- At least 10 years' experience at Financial Director or Controller level, probably gained within a high volume manufacturing business.
- A familiarity with complex standard costing systems.
- Treasury, credit control and company secretarial experience.
- Self-starter with high energy levels and strong organisational and communication skills.

If you are interested in this position, please send your CV with current salary details to: Geoffrey Mather, K/F Associates, 252 Regent Street, London W1R 6HL, quoting ref: 9090718, or alternatively send by e-mail to [cv@kfaeurope.com](mailto:cv@kfaeurope.com)

Internet Home Page address: <http://www.kfaeurope.com/kfaeurope/>

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**TRANSAMERICA TRAILER LEASING**, part of the prestigious San Francisco based Transamerica Corporation is a market leader in the provision of over-the-road equipment. Reporting to the General Manager (Europe), this key position controls all Financial reporting and strategy for Europe. Based in Barking, East London, travel can be expected both within Europe and to the US.

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- Dynamic and fast moving management culture

### THE PERSON

- Technically proficient Qualified Accountant (ACA/ACCA/ACMA) with 3-5 years PQE
- Accounting experience gained in Europe, ideally Belgium, with knowledge of US GAAP
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- Commercially astute and business orientated
- Strong IT systems skills including PC packages

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- Coordination of Tax, Treasury and Statutory reporting and liaison with auditors

Please contact our advising consultants David Howell or Sharmila Sharon Parekh at Executive Match on 0171 872 5544, or write enclosing your Curriculum Vitae quoting reference R/190 to them at:



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### THE POSITION

- Non-routine, project-based role. Develop strategies on liquidity, solvency and special financing schemes.
- Responsible for banking, financial and trustee relationships. Manage overseas statutory deposits and trust funds.
- High-profile, wide-ranging remit. Report direct to Head of Corporate Finance. Excellent career development potential.

### QUALIFICATIONS

- At least three years' Treasury experience. Good academic/professional qualifications, preferably including MCT.
- Broad knowledge of treasury gained in banking, financial services or industry. IT literate.
- Lively, intelligent lateral-thinker. Team player. First-rate interpersonal skills. Credible.

Please send full cv, stating salary, ref SP4126, to NBS, 10 Arthur Street, London EC4R 9AY



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North of England

High-profile manufacturing operation is looking to strengthen its finance team to provide future business leaders and directors.

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- Committed to developing its people. Scope for commercially-aware, talented individuals to make rapid progress.

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- High visibility roles working closely with senior management teams to improve efficiency and profitability through improved financial analysis and management.
- Early line-management experience for able individuals with commercial acumen and influencing skills.

- Increase financial dimension to business decision making particularly by the development of relevant and accurate information.

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- Graduate-culture, qualified accountant with minimum of 5 years' industrial experience, preferably in a plc. Must be able to see the big picture.
- Proactive, hands-on style. Ambitious and accomplished managers. Comfortable with change.
- Mature and influential but probably under 30.

Please send full cv, stating salary, ref MN60106, to NBS, Courthill House, Water Lane, Wilmslow, Cheshire SK9 5AP



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## Group Finance Director

South East

c£80,000-£100,000 plus Share Options

Dynamic publicly quoted industrial and commercial support services provider, with a turnover in excess of £100 million pa and outstanding growth prospects, wishes to appoint a Group Finance Director. The group operates from 30 UK locations, has a strong emphasis on valuing its employees, and on innovation and adding value in the delivery of high quality customer services. The group operates a devolved management style promoting accountability and individual initiative.

Reporting to the group managing director, you will play a major role in the further development of the group, instigating change and improvement in the financial management and control systems and the development of the wider application of IT in the operation of the business. A key role will be in the development of policy and the active leadership of the financial management team in its implementation. The job calls for a team player who is a good communicator and can contribute

in the widest sense to the management of the business, to the character and strength of the management team and to the group's evolving cultural values.

You will have that unique capacity to add value and improvement. You will probably have significant success in the financial management of a public company or subsidiary of a multinational group known for its high quality management information systems. Experience of running a commercial operation at divisional or subsidiary level would be an advantage, as well as exposure to investor relations.

Please write with full CV to Barker Human Resources, Berwick House, 35 Livery Street, Birmingham B3 2PB. Please quote reference M835.

Your CV will be sent to this client only. Please list those companies to whom your details should not be sent.

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## COMMERCIAL FINANCE MANAGER



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- Preparation and presentation of strategic and operating plans to the UK Board.
- Reporting and analysis of results. Evaluation of market development, brand plans and competitor analysis.
- Enhancement of financial, reporting and information systems through the development of a professional team.

Candidates will be graduates, qualified ACCA/ACA with a proven track record in financial and business management across all disciplines. Although ideally aged between 28 and 33, the successful candidate will possess exceptional commercial focus, developed planning and people management skills.

Career prospects within Unilever's global businesses are excellent for high achievers with the ambition and drive to succeed in this highly visible role.

Please apply enclosing full CV, quoting ref. 1210, to Vikki Sly at Robert Half, Princess Beatrice House, Victoria Street, Windsor, Berkshire SL4 1EL. Telephone 01753 857777 or fax on 01753 841676 (24 hour answering service).

As retained consultants, any CVs submitted directly to our client will be forwarded to Robert Half.

## GLOBAL INVESTMENT MANAGEMENT

### Audit Manager

CENTRAL LONDON

c£50K + CAR + BENEFITS

Our client is one of the leaders of the financial services industry with a market capitalisation of £8 billion. The investment management operation manages funds in excess of £70 billion, through offices located in their main markets around the world.

Working within the professional group internal audit team, the brief is to strengthen and manage the audit programme for the global investment management business. This will require up to 25% overseas travel. The role offers an excellent opportunity to join the Group financial team of a major public company, and build a long term career with a successful organisation.

You will have to develop a close working relationship with senior investment professionals. You will possess strong

influencing and interpersonal skills as well as intellectual agility. Excellent oral and written communication skills will be needed for persuasive report writing and presentations to individuals at board level.

You must be able to demonstrate a successful record in the audit of investment management companies. Qualified individuals, from either the audit profession or the investment management industry, will be considered. Those with the right experience will have had personal responsibility for a major new account or similar large scale project.

Please write in confidence, with full career and salary details, to Gemma Jenkin, MSL International Limited, 32 Aybrook Street, London W1M 3JL. Please quote reference 58139.

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## Finance Director

Birmingham/London

c£80,000 + car + benefits

Board level opportunity for a skilled change manager

Our client is a well established, leading professional practice which, in common with other professional firms, is undergoing a process of significant change. The management team has ambitious plans for growth and now wishes to appoint a Finance Director to further strengthen the Board.

Reporting to the Managing Partner, responsibilities will be broad and include strategic contribution to the firm's development, through the provision, analysis and evaluation of appropriate financial information. Additional key tasks will include the development of the firm's systems and procedures, as well as managing relationships with professional advisers and bankers.

**KPMG Selection & Search**

Candidates must be qualified Accountants with at least five years' operational experience in a senior finance role within a medium/large sized services organisation, where their remit has been necessarily broad. An empathy with partnership environment is preferred although not essential. The firm seeks a committed, disciplined and mature individual who has first class interpersonal skills and sound commercial acumen. A comprehensive remuneration package is offered.

Applicants should write, enclosing full career and salary details, quoting reference B743/96, to Alison Ham, KPMG Selection & Search, 2 Cornwall Street, Birmingham B3 2DL.



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## Vice President - Finance

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This is a truly exceptional opportunity for an outstanding individual to join the European Headquarters of a substantial manufacturing and marketing chemicals organisation. This organisation is an integral part of a world-wide chemicals operation which is itself a subsidiary of one of the world's largest integrated oil and petro-chemical companies.

As a key member of the management team, you will be expected to provide leadership and direction across a wide range of commercial activities and functions. In addition to delivering the financial and business information and advice necessary to further develop and strengthen the operations on a pan-European basis. You will also be required to take a lead role in the planning process across the operations and in identifying development and further growth and investment opportunities.

To succeed, you will need to be a proactive and robust individual with proven analytical, financial planning and business development skills. Ideally an MBA with an outstanding academic background, you must be able to demonstrate a track record of increasing responsibility and meaningful contribution to business performance. The capability to work across functions in achieving growth and managing change is essential, as is the ability to communicate and influence at most senior levels. The successful candidate should not want to limit their future career to this role.

Please send full personal and career details, including current remuneration level and daytime telephone number, in confidence to Adrian Edgall, Coopers & Lybrand Executive Resourcing Limited, 1 Embankment Place, London WC2N 6NN, quoting reference AEB17 on both envelope and letter.



**Price Waterhouse**  
EXECUTIVE SEARCH & SELECTION

## Group Financial Controller

c.£60,000 + car + benefits West Yorkshire

### About Us

We are a prominent public company in the chemical industry. We are highly diversified with widespread international interests. Over the past few years we have not always had an easy ride, but we are now looking forward. At the centre, we have a new management team and are working through a major programme of change and restructuring. We accept that the road ahead may still be bumpy over the months to come. However, the challenges we face are exciting and we are optimistic about our future.

### The Role

This will be very much the number two to the Group Finance Director, supporting him in all of his duties and deputising for him in his absence. In addition to the provision of financial information, annual accounts and day to day financial control and consolidation, you will be actively managing budgeting, forecasting and capital and central costs. The role is, however, much wider than merely controlling numbers. You will undertake a variety of projects, provide financial support to group management and to the investor relations programme. Only your own ambitions and ability will restrict you in developing this role. We are looking for someone who wants to progress and can take on more.

### About You

You will be a qualified accountant, probably in the age range 33-45. You will have management experience in controlling a corporate accounting team (ideally with international subsidiaries) in a listed manufacturing or industrial company. You will have a track record of

achievement and be well used to dealing with senior management of various disciplines. You will be familiar with statutory accounts within a public company, IS literature and can hold your own with product costing. In personal terms, you will be tenacious and robust, but still have sufficient sensitivity to communicate and interact effectively and be a strong team player. You will be eager to take on responsibility and be both intelligent and commercially aware. You will also need a sense of humour at times.

### Why this could be the role for you?

If you lack confidence or are looking for an easy option - forget it. This is not the job for you. However, if you like a challenge, progression and working alongside a Finance Director who will delegate and give you as much responsibility as you can cope with, this could be what you have been looking for. This job will provide you with exposure at the highest level and could well be the stepping stone you need in order to become a finance director.

### Next Step

Please write to our advising consultant, Jenny Mayes, quoting reference G/0075 at the address below. Alternatively if you would like a discreet conversation about the role, please call her on 0121-200 3000.

Executive Search & Selection,  
Price Waterhouse,  
Cornwall Court,  
19 Cornwall Street,  
Birmingham B3 2DT.  
Fax: 0121-200 2464.

**Price Waterhouse**  
EXECUTIVE SEARCH & SELECTION

## Financial Controller

Major US real estate group needs key player for European growth plans

c.£50,000 package London based

### The Company

A leading US real estate investment group, we have just established a £300 million subsidiary in Europe, with plans to add further companies in due course. We are seeking to hire flexible, multi-skilled, multi-talented and smart people.

### The Role

You'll work directly alongside the European managing director (an American) and take responsibility for the day-to-day financial matters including overseeing the flow of funds. The immediate learning curve will be steep, particularly in relation to the various financial modelling tools/spreadsheets that we use. Assisting with presentations to financial institutions, some regular travel to the continent and heavy liaison with the US is also part of the role. Beyond that, in a multi-skilled environment, we will use whatever additional talents you can bring to the team. As European affiliates grow, and as you demonstrate your capabilities, significant opportunities for growth in responsibility and title will emerge.

### About You

Probably a graduate CA with a sound accounting/forecasting base of knowledge. If you have 'Big 6' accounting firm or major corporation experience and/or an MBA - and maybe even some corporate finance exposure, then so much the better. You'll relish the stimulation of an intellectually challenging work environment that demands deep reserves of mental and physical energy. At present we're a small office so the need for teamwork is vital.

### Next Step

This really is a rare opportunity to get in early on a venture that is going to grow significantly. We're making a big commitment to building a business over here - it's a great time to join. State your case and write to our advising consultant, David Hunter, quoting reference L/1617/FT. Executive Search & Selection,  
Price Waterhouse,  
No 1 London Bridge,  
London SE1 9QL.  
Fax: 0171-403 5265.

## Two Outstanding Finance Opportunities

Herts

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Our client is a rapidly growing pharmaceutical company with a turnover in excess of £300m. As one of the top 5 players in the UK ethical pharmaceutical market with a strong portfolio of products, they have a reputation for quality reliability and customer care. Continued growth now generates two outstanding senior finance opportunities.

### Financial Controller

Reporting to the Finance Director, responsibilities will include the leadership and development of a large team, and the ongoing improvement of the quality of financial and statutory reports to increasingly tight deadlines. Liaising closely with senior management, the appointee will be expected to provide the highest quality technical and commercial support on all financial issues.

The successful candidate will be a qualified accountant (preferably Chartered), aged 30-40 with a successful track record of management and financial control in a fast moving environment. Technical excellence, a resilient character and the ability to communicate and influence effectively across all levels and functions will be essential in this high profile role.

Interested candidates should write including comprehensive CV to David Trappell at Michael Page Finance, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA, quoting current remuneration and, where possible, day time telephone number.

**MP**

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### Head of Analysis & Planning

Reporting to the Finance Director, the main objective of the role is to provide incisive financial information and analysis in order to optimise financial performance and support company objectives. Specific responsibilities will include evaluating and improving current financial systems, working closely with heads of department to ensure accurate budgeting and forecasting, and developing skills and efficiency within the Analysis and Planning team.

Probably CIMA qualified, candidates must have recent pharmaceutical experience and knowledge of (PPRS). Personal qualities will include strong management and analytical skills, coupled with the energy and ambition to make a success of this challenging role.

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c£30K + car + second car option

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It is a challenge which will involve the assimilation of a broad range of information, extensive travel to dealers around the region and in-depth analysis of performances and processes. You'll be based at home, you'll set your own agenda and you'll use your energy and initiative to deliver tangible results. Your brief will encompass virtually every area

of the business, including the evaluation of prospective new dealerships and close involvement in the ongoing development of financial reporting systems.

A professionally qualified accountant with a dynamic personality and exceptional communication skills, your talents for financial analysis, company structuring and computer modelling must be balanced by the ability to persuade and influence others through charisma and credibility. In-depth knowledge of franchise business management, ideally motor dealership, will be important. So too will be an understanding that profitability and service quality must go hand in hand.

This is an exceptional opportunity to make an indelible mark on the future of our growing business. The prospects are outstanding and so are the rewards, with an excellent package including a car, second car option, non-contributory pension scheme and relocation assistance where appropriate.

Please write with full CV, quoting reference 337, to: The Response Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.



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## CHIEF INTERNAL AUDITOR

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THE BANK OF BERMUDA LIMITED

Bank of Bermuda is a global financial institution with its Head Office in Bermuda and operations in major cities around the world, specialising in offshore activities, ranging from investment management to corporate and personal trust services. As a result of internal promotion a need has arisen for a Chief Internal Auditor to assume responsibility for all internal audit activities within The Bank of Bermuda group. The position is based in Bermuda and involves travel.

This is a senior management position within the organisation, reporting directly to the President with responsibility for:

- Developing yearly audit plans and allocating resources to meet audit objectives and standards.
- Liaison with the Bank's external auditors and representing the department at the Audit Committee, reporting on both regular and ad hoc bases to the Bank's executives and management group.
- Managing a professional Audit team and co-ordinating the planning and supervision of audits throughout the group.

The successful candidate will be a graduate Chartered Accountant (or equivalent) with a minimum of 8 years' exposure to the international financial services sector, gained through either internal or external audit at management

level. Equally important will be a proven track record of applying sound technical skills in an innovative way, excellent organisational skills and the ability to meet strict deadlines.

Any Curriculum Vitae sent by third parties to the Bank of Bermuda will be forwarded to Harrison Willis.

Interested candidates should apply with full career and salary details to either Jennifer Ogden or Lorraine Vae at Harrison Willis, Cardinal House, 39-40 Albemarle Street, London W1X 4ND or contact them on +44 171 629 4463, evenings and weekends on +44 1727 867645. Fax: +44 171 491 4705.

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## CONTROLLER - CENTRAL ACCOUNTING

c£45,000  
+ Car

Our client is the highly successful UK division of a major international services group which is a leader in its field.

The UK division is made up of a number of companies in different sectors which are all supported by a central services unit. The division now seeks a finance professional to head the finance area of this unit, responsible for the operation of ledgers/financial processes and the provision of information for group consolidation.

Reporting to the UK Group Finance Director with responsibility for a team of 35 staff, your remit is to upgrade, develop and put in place the systems, controls and procedures to transform the unit into a high performance operation.

Key to your success in this role will be your ability to build and maintain credibility with divisional Financial Controllers by understanding and meeting the requirements of these business units.

For this demanding role we are seeking a qualified ACA/CIMA/ACCA with strong technical and up-to-date systems skills together with management experience in a similar operation. The company is in the process of implementing JD Edwards computer system on an international scale, therefore exposure to this system would be of considerable value.

If you would like to be considered for this high profile and demanding role offering future career opportunities within the Group, please send your Curriculum Vitae to our advising consultants Suzanne Swycher or Neil Wax at FSS Financial, Charlotte House, 14 Windmill Street, London W1P 2DY. Tel 0171 209 1000 or fax 0171 209 0001.



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## DIVISIONAL CONTROLLER

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■ The Sports Division of Portland Group plc is the principal operating Division and has expanded substantially both through organic growth and acquisition. The Division manages international brands such as Speedo, Elan, Mita, Reusch, Pony and Vangerlo.

Continued growth is planned worldwide through organic growth, acquisition and the formation of strategic alliances through joint ventures. The Division is sales and marketing driven and has a global spend.

■ The Managing Director of the Division requires a dedicated divisional financial controller to support him in managing and controlling the various autonomous international business units of the Division both from a financial and operational perspective.

This hands on role will encompass both strategic and operational responsibility for the review, control and development of businesses within the Division, including extensive involvement with the integration of recent and future acquisitions.

■ Liaison and exchange of information with and between Corporate Finance, Treasury and IT departments on a timely basis for Group reporting will be essential and support will be provided by those corporate functions.

■ It will be necessary to bring strong financial and commercial ability to the role. An outgoing and approachable personality is essential in order to develop close working relationships with the management teams of the business units. Participation in or an involvement in sport is welcomed.

■ Candidates will be qualified accountants within an age range of circa 35 to 45 who currently hold a senior financial position and can demonstrate drive and achievement within an international brand environment.

■ A competitive remuneration package will reflect the importance attached to this new appointment.

Please write enclosing full curriculum vitae quoting ref: 173 to:

Nigel Hopkins FCA, London House,  
53-54 Haymarket, London SW1Y 4RP  
Tel: 0171 839 4572  
Fax: 0171 925 2336

**NIGEL HOPKINS**  
ASSOCIATES

FINANCIAL & TREASURY SELECTION

مكتبة من الاصل



## ARTS

In the RSC canteen, you soon spot the crew working on Naomi Wallace's new play - they are the ones splattered chest-to-toe in blood. *Slaughter City*, which opens next week, is set in an abattoir. It calls for an auditorium bathed in gore, actors who wield knives and talk about chitterlings and hog guts and several buckets of blood.

This will come as little surprise to those familiar with the American playwright's work: she has never been one for the soft option. Her subjects to date have included vigilantes on the Tex-Mex border (*War Boys*), gay love between Gulf War soldiers (*In the Heart of America*) and plague-ridden London (*One Flew Over the Cuckoo's Nest*). But they have all hit home: her success on British soil has been rapid. A poet who only started writing drama five years ago, she has travelled from the enterprising but tiny Finborough fringe theatre to the RSC in just four plays - progress many would find enviable.

Contrary to expectations, the perpetrator of all this tough-talking drama is not big, brawny and butch, but a slight woman in her mid-30s with an easy manner and a ready smile. She happened upon her latest subject by chance.

"I was back home in Kentucky in the summer of '92 and day after day I would drive by a group of workers who were on strike," she remembers. "And I started to think about them. The meat-packing companies have no windows: they're big, brick, ugly buildings. I started wondering what it was like to work in a place like that and I began to read up about how dangerous a job it was."

"But I was also fascinated by the texture of the whole thing... I mean I'm not attracted to gore, but there's some sort of sensuality to it, working with blood and flesh. And it's interesting too that most of us build something in our jobs, but the slaughter industry takes something apart: they start with a living animal and make it into smaller and smaller pieces."

Researching this slice of what you might call drama at the cutting edge did not prove easy. Wallace talked to workers and ex-workers, but getting in to actually watch the dismemberment in action was more difficult. She visited two abattoirs, but the Fischer Packing Company, the one involved in the dispute, was not open to callers.

"We spent months trying to get in," she recalls. "It's harder to get into than Fort Knox. Meat-packing companies and slaughter houses are notoriously secretive. I think they're afraid. They used to have tours there, but people used to throw up and they don't really want the bodies of that..."

RSC audiences will be relieved to learn that Wallace intends no such realistic responses in the auditorium - you will see fewer actual carcasses and body parts than in your average Jacobean classic. Besides, the precise violence of the everyday language alone will be enough to turn most stomachs - the play rings with references to "gut snapping", "the kill floor", "pulling loins" and "sawing backs". Vegetarians may feel vindicated



Naomi Wallace on the visceral set of 'Slaughter City', which opens at The Pit next week

Ashley Ashwood

## Drama at the cutting edge

Sarah Hemming talks to controversial American playwright Naomi Wallace

but Wallace is not out simply to espouse causes - either on behalf of the animals or the workers.

The play is certainly a political piece; the daughter of a Time Life journalist and a liberal Dutch mother, Wallace has been a political animal since she was a child (she recalls marching in an anti-Vietnam rally at the age of eight) and would find it hard to write a play that was not politically engaged. But she shudders at the thought of agit-prop. "I would hate for anyone to hear that it's a labour play or a union play - I mean, I wouldn't go and see it myself!"

So while the play deals with an industrial dispute, it is also intensely personal, focusing on a small group of workers and their relationships, and it is surprisingly funny, muscular and upbeat. Her work is never simply naturalistic: plays often alight between past and present, reality and fantasy and combine a poetic structure with hard-nosed facts. *Slaughter City* has a sweeping,

almost mythic quality to it, and since it is cut loose from pure realism, you can make of it what you want - an allegory of modern America, a dystopian vision of the future, a modern inferno.

The play is given a further dimension by a curious, time-travelling character called Cod, who conjures up workers from times past and has vivid personal recall of labour disputes through the ages. Juggling time is a device Wallace has used before in *In the Heart of America* - and she finds it offers rich possibilities for illuminating the present. "I've always been interested in layering. I like to de-centre a play, so that just when you think you've got hold of an answer it slips away. Of course, you've got to be careful, or people might feel empty-handed, rather than intrigued."

This, in a sense, sums her up. She relishes contradictions and her work thrives on surprise, changes

of direction and odd revelations. Her plays are full of unexpected love affairs and unconventional eroticism. Several characters in *Slaughter City* are driven by frustrated desire, while in *One Flew Over the Cuckoo's Nest* a bizarre sexual encounter between a wounded man and a woman with scarred hands.

"I'm interested in challenging notions of what is erotic and what is sexy, and how you portray it on stage," she explains, and adds that, for her, even the most intimate moment can be deeply political. "If you work in a place that doesn't protect you and your body is destroyed, that affects how you love, how you make love and who you may choose to love."

Not everyone enjoys Wallace's challenging style, however. Like Phyllis Nagy, another daring American woman writer, she finds her work is more accepted in Britain than in the US - "British theatre is braver," she says.

This is not to say she does not

have her critics in the UK - there are those who find her elliptical style intensely irritating. She insists that she feels it is her duty to try and get inside other people's experience - whether it be that of a 17th century English sailor, or a contemporary black American woman, as in *Slaughter City*.

She is bracing herself for criticism about this latest venture: "Some people don't believe you should write out of your own experience. If you're white, you write white; if you're black, you write black. But to me, that means that as a white writer you are perpetuating the dominance of white roles. Anyway, that's what's exciting about theatre. It's about writing about something other than yourself. How boring it would be just to write about yourself."

*Slaughter City* is currently previewing and opens at The Pit, Barham, London EC2 on January 26 (0171-638 8891).

### Theatre/David Murray

## Fugard's Gordian knot

The knot King Gordius tied was so intricate as to defeat every challenger's efforts to undo it, until Alexander rudely sliced it through with his sword. I never thought much of Alexander's solution. Athol Fugard's *Blood Knot* - first performed in Johannesburg, 1961, soon a theatrical flagship for the multi-racial cause (though Tynan trashed it at Hampstead), now revived at the Gate by the Strange Fish company - is more complicated than it seems. It would be crudely Alexanderian to write it down as a worthy, period-bound anti-racist play.

Baldly described, the action seems simple enough. Two brothers, classified under South African law as "coloured", i.e. of mixed race, live together in the quarter of Port Elizabeth reserved for "coloureds". Only the "dark-skinned" Zach, how-

ever, works and earns (miserably little). Light-skinned Morrie, who returned a year ago from a long, obscure stay somewhere far off, merely keeps house, prepares Zach's foot-bath, makes their evening meal and "takes care of their savings", with a view to buying a two-man farm in some no-man's-land.

The optimistic idyll goes off the rails when Zach suddenly realises that his regular, happy bouts of drinking and womanising ended when Morrie came back. Morrie suggests that Zach should reply to a lady who asks in a local paper for pen-pals; but since Zach is illiterate,

Morrie has to conduct the correspondence. We know from the cast list that no "Ethel" is due, so we might guess that Morrie himself is writing "her" letters - but Fugard produces a cleverer *dénouement*, much more pointed and searching.

There is a subtext lurking throughout, and it turns the whole play into a modernist piece: not an ethnically picturesque tale at all, but a wry, self-conscious study. From the start, we worry about these "brothers": why is Zacharias (Wilbert Johnston) and Morrie (Chris Lailey) irredeemably white-skinned and blue-eyed? (It is not just an

accident of casting, for Fugard himself - who is white - chose to play the original Morrie in Johannesburg.) Why do their childhood memories signify fail to match? and where on earth has Morrie been, all this time?

Alternative scenario, with strong hints in the play itself - Morrie is no real "brother", but a white liberal South African who wants to throw his lot in with the downtrodden blacks. (There is also a homoerotic note: not only has Morrie dampened Zach's womanising, but he gets a private soliloquy about the solid allure of black flesh.) The "blood knot" is not literally frater-

nal but idealised, as deriving from their common humanity. Only when pen-pal "Ethel" proves to be white, and promises Zach an early visit, do things come apart.

He knows that he could never carry off meeting her; but light-skinned Morrie could, and so loyal Zach blows their savings on dressing him for the occasion. Their casual role-playing games, which have studded the action all along, take on a new, nasty tone as they play out dark-skinned loser against inevitable white winner, with threatening overtones. One begins to see how much this play is about: not just p.c. slogans, but deep distress and love. For a two-hour, two-and-a-half-hour is rather long; but it resonates for much longer.

At the Gate Theatre, Notting Hill, until January 27.

### Theatre/Alastair Macaulay

## Delicious wit seriously delivered

London society - which behaved so disgracefully in response to the scandal of Oscar Wilde's homosexuality 101 years ago - keeps being given chances to make amends. The most recent chance occurred on Wednesday night - when the Haymarket Theatre premiere of the revival of Peter Hall's 1982 staging of *An Ideal Husband* closed with a curtain speech by the actor Michael Denison, informing us that Wilde's grandson, Merlin Holland, was present in the audience.

*An Ideal Husband* is surely one of the two greatest British plays of the 19th century. (The other - *The Importance of Being Earnest* - had its premiere only six weeks later.) And, more entirely than any other work of Wilde's - save perhaps *The Portrait of Dorian Gray* - it captures the contradictory essence of its author. It has wit of the most deliciously absurd kind, it is morally and ethically very serious, it is profoundly sentimental, and it contains several gestures of sheer melodrama.

Peter Hall's staging is largely as before, full of flaws and far superior to almost every other Wildean production of recent years. Penny Downie is new to the tricky role of the serious and virtuous and idealistic Lady Chiltern. She plays it with impressive force and the right dash of frigidity, although she is too self-consciously correct. Charm only emerges halfway through the final act, as Lady Chiltern drops her ardent severity; we cannot believe that the languid but wise dandy Lord Goring and she would have been friends long before the play began. But the perfection she demands of her husband and herself tightens the screws of the play very finely.

The most beautiful performance is, as before, that of David Yelland as Sir Robert, her husband's austere, noble, and anguished. He discloses disquieting flashes of this husband's misogyny, he dares to speak

some of the character's witty lines as if he meant them seriously (rare feat in Wilde), and he makes the troubled heart beneath the grave veneer most touching. It is a great pity that he and Downie and the play as if their new words of love were untruths.

Anna Carteret has only improved her fine performance as the witty schemer Mrs Cheveley: she is at least as elegant and sensual as before, and considerably more dangerous. I am only sorry that she has the same trouble with her sibilants as Lady Thatcher has developed, and that she rolls her Rs artfully at the one point when Mrs Cheveley should be beside herself with artless rage. Victoria Hasted makes an amusing impression as Miss Mabel Chiltern, but her Daisy-pulls-it-off manners, her adonoidal eagerness, and her lower-middle-class vowels are still all wrong. The harmless and hilarious old Lady Markby is the sort of act Dulcie Gray does best; Kate Gieglud and Claire Nordon do well by Lady Basilton and Mrs Marchmont.

Nothing can seriously blot this production or this play. Just as well, since Martin Shaw as Lord Goring and Peter Gordon as his butler both compete laboriously with Michael Denison as Lord Caversham for the West End's Worst Acting prize. Unfortunately, it is to be predicted that Shaw's interpretation, playing down the lines rather than up to the character, will be acclaimed as fine acting in some circles. Fortunately, it is also to be predicted that the play will once again be acclaimed too.

In its virtuous vacillation between the epigrammatically flippant and the morally ardent - both sides most vividly conveyed in the character of Lord Goring - *An Ideal Husband* expresses a brilliant paradox that was the core of Wilde himself. Nobody could miss this paradox, whether in 1895 or 1995.

At the Theatre Royal, Haymarket.

### Cabaret/Antony Thorncroft

## Barbara Cook swings through the century

Barbara Cook is back in town - information that will leave the masses unmoved and a small coterie of true believers excitedly planning a trip to the Green Room at the Café Royal over the next three weeks. For Ms Cook is a cult figure among the fervent fans, not exclusively gay, of the Great American Musical.

Her record is impeccable - lead roles in the first productions of *Candide*, *The Music Man* and *She Loves Me*, had her name in Broadway lights while Andrew Lloyd Webber was still practising scales. Now, pushing 70, Barbara Cook retains the glamour of the *ingenue* for the committed.

She certainly fills the tiny Green Room stage, a monumental figure in sequined coral chiffon. But anyone resigned to hearing breathless stories of "dear Cole" and "wonderful Lennie" was quickly relieved. Ms Cook is a very straight performer, entertaining with her voice rather than her clat, or even her personality.

To show her class she has prepared a new show with many contemporary songs. Perhaps she could have dipped more frequently into the song books of the giants, but there is a generous medley from Gershwin's *Porgy and Bess* (with a

riveting "Woman is a sometimes thing") and snatches of Arlen and Rodgers and Hammerstein.

The modern songs are remarkably different to the 1930s classics - they are personal while the standards are universal. You admire them rather than live them, but they are delivered to perfection by Ms Cook who still retains full control over her voice, a light soprano of comfortable range, and with every word and note beautifully rounded. She also has a sense of humour, with a penchant for the comic numbers of her youth, like "Joe Cream" from *She Loves Me*.

Perhaps she is happier now on the slower songs - there is a daunting performance from the bar stool of that cabaret standard, "When Sonny Gets Blue" - but she swings happily through "Surrey with the fringe on top," helped along by her long-time musical director Wally Harper on discreet piano, plus a bass-man. They sit out the encore, an emotive "We'll be together again", sung without mikes and with plenty of feeling.

Barbara Cook in performance is much less theatrical than her reputation, or her fans. She is an honest-to-goodness performer, not living on her legend but delivering what she knows best - the 20th century popular song, from then till now.

## INTERNATIONAL ARTS GUIDE

### BARCELONA

CONCERT  
Palau de la Música Catalana  
Tel: 34-3-2681000  
● Eugene Istomin: the pianist performs works by Mozart, Beethoven, Debussy and Chopin; 9pm; Jan 22

### FRANKFURT

CONCERT  
Alte Oper Tel: 49-69-1340400  
● Freiburger Barockorchester: with conductor Gottfried von der Goltz and cellist Guido Larisch perform works by C.P.E. Bach, Moyn and Mozart; 8pm; Jan 21

### HELSINKI

OPERA & OPERETTA  
Opera House Tel: 358-0-403021  
● Die Fledermaus: by J. Strauss. Conducted by Ari Angervo and performed by the Finnish National Opera. Soloists include Jukka Salminen, Ritva-Liisa Korhonen, Pekka Kähkönen and Eva-

Lisa Saarinen; 7pm; Jan 20

### LEIPZIG

CONCERT  
Gewandhaus zu Leipzig  
Tel: 49-341-12700  
● Rameau-Trio: and violinist D. Vogel perform works by Couperin, J.S. Bach and Rameau; 6pm; Jan 21  
OPERA & OPERETTA  
Oper Leipzig Tel: 49-341-1261261  
● Carmen: by Bizet. Conducted by Jiri Kout and performed by the Oper Leipzig and the Gewandhausorchester. Soloists include Cornelia Helfrich, Zsuzsanna Bazsinka, Ernesto Grisales, Tomas Möwes and Martin Petzold; 8pm; Jan 21

### LONDON

AUCTION  
Sotheby's; Parke Bernet & Co.  
Tel: 44-171-6388080  
● The Cody Archive: sale of the archive of Samuel Franklin Cody, the first man to build and fly an aeroplane in Britain almost 90 years ago. Cody began his career as a cowboy, buffalo hunter and circus sharp-shooter who set up his own Wild West show, touring Britain and continental Europe. Highlights of the sale include two massive Michelin bronze trophies for British aeronauts presented to Cody in 1910 and 1911, original engines used to power Cody's aircraft, hundreds of hand-drawn aircraft and kite designs; 10.30am; Jan 24

### CONCERT

St Giles Cripplegate  
Tel: 44-171-6388891  
● BBC Singers: with conductor Stephen Cleobury and organist Christopher Hughes perform works by Ives; 3pm; Jan 21  
Wigmore Hall Tel: 44-171-9352141  
● The King's Consort: with director Robert King, soprano Deborah York, countertenor James Bowman and trumpeter Crispian Steele-Perkins perform works by A. Scarlatti, Hesse and D. Scarlatti; 7.30pm; Jan 22

### MUNICH

CONCERT  
Philharmonie im Gasteig  
Tel: 49-89-4808806  
● Münchner Rundfunkorchester: with conductor Rocco Scarpini perform excerpts from Giordano's "Andrea Chénier" and Ponchielli's "La Gioconda". Soloists include soprano Sharon Sweet, mezzo-soprano Bruna Baglioni, tenor Kjetil Johannsson and baritone Silvano Carroli; 8pm; Jan 21  
DANCE  
Nationaltheater  
Tel: 49-89-21851820  
● Swan Lake: a choreography by Ray Barra after Petipa/Iwanov to music by Tchaikovsky, performed by the Bayreuther Staatsballet. Soloists include Natalja Trojaj and Kirill Melnikov (Jan 20), and Evelyn Hart and Lindsay Fischer (Jan 24); 7.30pm; Jan 20, 24

### NEW YORK

CONCERT  
Alice Tully Hall Tel: 1-212-875-5050  
● Stuart Neill: recital by the tenor. The programme includes works by Beethoven, Liszt, Strauss, Rossini, Donizetti and others; 8pm; Jan 21  
The Walter Reade Theater  
Tel: 1-212-875-5600  
● Kurt Ollmann: accompanied by

pianist Donald St Pierre. The baritone performs works by W.A. and F.X. Mozart, Brahms, Chabrier and Roussel, and Spanish folk songs by Obradors, De la Torre, Nin and Fells; 7.30pm; Jan 22  
EXHIBITION  
MOMA - Museum of Modern Art  
Tel: 1-212-708-9400  
● Roy DeCarava: a Retrospective: This exhibition surveys the work of the American photographer Roy DeCarava through some 200 black-and-white photographs made from the late 1940s through to mid-1990s. The display includes photographs from everyday life in Harlem, the civil rights protests of the early 1960s and studies of nature, as well as a selection of jazz photographs; from Jan 25 to May 7

### PARIS

CONCERT  
Salle Gaveau Tel: 33-1 48 53 05 07  
● Thierry Felic accompanied by pianist Charles Spencer. The bass-baritone performs songs by Schubert and Debussy; 8.30pm; Jan 22  
Salle Pleyel Tel: 33-1 45 61 53 00  
● Les Pêcheurs de Perles: by Bizet. Concert performance by the Orchestre National d'Ile-de-France with conductor Jacques Mercier, the Ensemble Favart, the Chœur de l'Opéra Comique and the Chœur du Conservatoire du XVIIIème. Soloists include soprano Guyliane Raphael, tenor Léonard Pezzino, baritone Alain Vernhes and bass Jacques Schwarz; 8.30pm; Jan 20

### DANCE

Théâtre des Champs-Élysées  
Tel: 33-1 49 52 50 50  
● Les Karamzov: a choreography by Boris Eifman, performed by the St Petersburg Ballet. Soloists include Andrei Gordev, Igor Markov, Albert Galichine and Yuri Ananin; 8.30pm; Jan 22, 23, 27

by Boris Eifman, performed by the St Petersburg Ballet. Soloists include Andrei Gordev, Igor Markov, Albert Galichine and Yuri Ananin; 8.30pm; Jan 22, 23, 27

### VIENNA

CONCERT  
Konzerthaus Tel: 43-1-7121211  
● Wiener Symphoniker: with conductor Wolfgang Sawallisch and violinist Christian Altenburger perform Dukas' "L'Apprenti Sorcier", Stravinsky's "Violin Concerto" and Beethoven's "Symphony No.5"; 11am; Jan 21  
OPERA & OPERETTA  
Burgtheater Tel: 43-1-514442960  
● Die Dreigroschenoper: by Weill/Brecht. Conducted by Peter Kerschinger and directed by Paulus Markner. The cast includes Trude Ackerman, Helma Gaudier, Maria Hoppel and Eva Herz; the costumes are designed by Vivienne Westwood; 7pm; Jan 22, 24  
Wiener Staatsoper  
Tel: 43-1-514442960  
● Lohengrin: by Wagner. Conducted by Horst Stein and performed by the Wiener Staatsoper. Soloists include Julia Faulstich, Uta Pflow, Kurt Rydl and Greta Winberg; 8.30pm; Jan 20, 24 (6pm)  
● Un Ballo in Maschera: by Verdi. Conducted by Stefan Soltesz and performed by the Wiener Staatsoper. Soloists include Mara Zampieri, Anna Gonda, Franco Farina and Renato Bruson; 8pm; Jan 21, 25 (7pm)

### WASHINGTON

CONCERT  
Concert Hall Tel: 1-202-467 4600  
● Richard Goode: the pianist performs works by J.S. Bach, Mozart, Brahms and Chopin; 3pm; Jan 21  
POP-MUSIC  
Laner Auditorium  
Tel: 1-202-994-6800  
● 11th Annual World Folk Music Benefit Concert: featuring Oscar Brand, Dee Carstensen, Chesapeake, Cate Curtis, Bill Danoff, Eddie From Ohio, Foreman, Highwaymen, Pete & Maura Kennedy, Schooner Fare, and Side by Side; 6.30pm; Jan 20

● Richard Goode: the pianist performs works by J.S. Bach, Mozart, Brahms and Chopin; 3pm; Jan 21

### ZURICH

CONCERT  
Opernhaus Zürich  
Tel: 41-1-268 6666  
● Frederica von Stade: accompanied by pianist Martin Katz. The mezzo-soprano performs works by A. Scarlatti, Granados, Ravel, Copland, Ives, Bolcom, Ginastera and Offenbach; 8.30pm; Jan 22  
Tonhalle Tel: 41-1-2063434  
● Camerata Academica Salzburg: with conductor Sándor Végh and violinist Alexander Janiczek perform the overture to Mozart's "La Finta Giardiniera", his "Violin Concerto" and "Symphony No.29"; 7.30pm; Jan 21  
OPERA & OPERETTA  
Opernhaus Zürich  
Tel: 41-1-268 6666  
● Der Rosenkavalier: by R. Strauss. Conducted by Franz Welser-Möst and performed by the Oper Zürich. Soloists include Gabriele Lechner, Alfred Muff and Cornelia Kallisch; 8pm; Jan 21

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Financial Times Business Tonight



## COMMENT &amp; ANALYSIS



Philip Stephens

## Political punch-up

Both main parties are treading gingerly on the issue of sport on television to avoid a confrontation with Rupert Murdoch

As things stand, sport will soon vanish from most of the television screens in British sitting rooms. A handful of prestige events such as soccer's FA cup final and the Wimbledon tennis championships may, or may not, escape this fate. But to follow the fortunes of a favourite soccer or cricket team or to watch regularly the best golfers, athletes and tennis players, fans will be obliged to pay a fee to Rupert Murdoch's British Sky Broadcasting television network. Needless to say, Mr Murdoch will not underprice his product.

The nation's politicians are transfixed. Sport on television is one of those issues where the demands of public policy collide at a nasty angle with those of raw politics. As one minister puts it, Mr Murdoch offers the government and opposition alike two, equally unpalatable, choices.

They can do nothing to loosen his tightening grip, and thereby risk alienating millions of armchair sports fans. Or they can take on Mr Murdoch, legislate to break his looming monopoly – and risk the wrath of Britain's most powerful newspaper group during the forthcoming general election campaign. Remember that headline in Mr Murdoch's best-selling tabloid after the 1992 election declaring "It's the Sun won it"? John Major does it.

Mr Major, we are told, has not made his choice. Instead he has established a committee of his most senior ministers to agonise on his behalf. There is similar torment in the Blair camp. True, Labour has been a touch bolder in seeking to strengthen the present, flimsy, legal safeguards against Mr Murdoch acquiring exclusive television rights to a list of the aforementioned prestige events.

But Mr Blair is treading carefully. His promised amendment to the broadcasting bill now before parliament would do nothing to prevent

BSkyB from exploiting more ruthlessly its hold over every other significant sporting occasion. As an aide was overheard remarking, Mr Blair wants the votes of the fans, but not to cause "needless offence" to Mr Murdoch.

Return for a moment to the story so far. Since its creation the Sky network and its failed rival, BSF, BSkyB has used sport as the driving force to sell subscriptions to its satellite network. Sky Sport has spent hundreds of millions of pounds buying exclusive broadcast rights to most top-class soccer, cricket, golf and rugby tournaments. In the case of rugby league it has bought the whole game.

With deeper pockets than its terrestrial competitors – the public service BBC and the commercial ITV companies – the satellite company has encountered minimal resistance. Thus live Premier League soccer is now beamed only to the 20 per cent of households which pay to receive Sky Sports via a satellite dish or a cable link.

Mr Murdoch has been shrewd in judging just how far and how fast to go in exploiting his financial muscle. For the most sensitive events, he has chosen to strike deals with the BBC and the ITV companies to sell on some rights. The BBC, for example,

Interests of the self-perpetuating oligarchies which dominate national sport must be set against the wider interests of all consumers

gets recorded highlights of Premier League soccer and live radio rights for England's overseas cricket matches.

Sky Sports has also held back from seeking monopoly coverage of eight events deemed in the 1990 Broadcasting Act to have a special place in the nation's heritage. These include the Grand National steeplechase and the Olympics as well as the FA cup and Wimbledon finals.

The Act prohibits the televising of these on the "pay-per-view" basis, where viewers pay a fee for each programme. But Mr Murdoch is perfectly entitled to buy them for Sky Sports for as long as it remains a monthly subscription channel. No one doubts he will do so as soon as he judges the political climate to be right. Witness his £1.2bn bid for European broadcasting rights to the Olympics.

Opinions about Mr Murdoch tend to polarise. Free market zealots applaud him for his entrepreneurial skills, tenacity and sheer guts. Good luck to him, they say. BSkyB, in which his News Corporation holds the dominant 40 per cent stake, nearly went bust not so long ago, threatening to bring down Mr Murdoch's entire international empire. But he kept his nerve. No-one should begrudge him a just return on his investment.

Ranged against these disciples of the market are the sports sentimentalists who believe that, at its highest level, competitive sport is properly the property of the nation. To deny universal access to the performance of the English or Scottish soccer teams or to test matches at Lords would somehow be to rob people of their rights of citizenship. I count myself in neither camp.

The governing bodies of the main sports take Mr Murdoch's side. They were long exploited by the old BBC-ITV duopoly. Sky Sports has greatly increased the total number of television hours devoted to sport. It has far

fewer viewers than the terrestrial stations, but the fans can watch their favourite teams for much longer. Satellite television has also financed an improvement in the dismal condition of the nation's stadia, not to say the six-figure salaries which are now widespread in sport.

So it is hardly surprising that the leading lights of the Football League, the Test and County Cricket Board and the Rugby Union turned out in force at Mr Murdoch's command this week to insist they retain a right to sell their product to the highest bidder.

But rights cannot be so narrowly defined. The interests of the self-perpetuating oligarchies which dominate national sport must be set against the wider interests of all consumers. Be in no doubt, Mr Murdoch is building a monopoly. He is not interested in competing in the marketplace but in rigging it. If his predatory purchasing succeeds in driving the BBC and ITV out of sport, he will be able to name his own price for subscriptions to Sky Sports.

To brake his ambitions, the politicians must, at a very minimum, back two amendments to the broadcasting bill. The first would strengthen the protection afforded to the listed occasions by guaranteeing the access of terrestrial television. The second, more importantly, would require any broadcaster securing exclusive live cover of a particular event to sell on subsidiary rights, such as recorded highlights, to at least one of its competitors.

Mr Murdoch of course would be cross. So too would be the placemen who control British sport. But they would still make lots of money. As for Mr Major and Mr Blair, they should be made to ask themselves an awkward question. How healthy is democracy when they weigh so carefully the interests of one businessman against that of the many millions of voters who put them in office?

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'time'). e-mail: letters.editor@ft.com Translation may be available for letters written in the main international languages.

## Not popular with German population

From Mr Günter Habermann.

Sir, It is not surprising that no senior German politician is joining the meeting in Brussels to promote Emu ("Germans snub single currency conference", January 16). It is not very popular to promote things ordinary Germans don't want. Why take silver when you will lose your gold?

When German finance minister Mr Theo Waigel announced that Germany did not meet the Maastricht criteria in 1995 a few days ago ("Germany failed Maastricht test", January 10), it came to my mind that Germany could (deliberately) fail to meet the criteria in the future. As Mr Waigel will not allow the criteria to be changed, he might be bold or clever enough to let the Euro start without Germany. Luxembourg is a good starter for Emu as it has a long experience in sharing a currency with Belgium.

Günter Habermann, Lauges Gräthlein 39, 97078 Würzburg, Germany

## True picture of populations

From Mr Rupert Blum.

Sir, As usual, Joe Rogaly's article is interesting but, like most writers on demography, he treats the number of children born as indicators of future population trends ("The White Tribe's sunset", January 13/14).

This is unsound. What matters is the number of surviving female children. Accordingly, population growth in countries with a tradition of female infanticide (or equivalent abortion), like China, will be slower than in societies without such a tradition.

Are there any statistics available which take account of this?

Rupert Blum, Prior House, Stoke Prior, Herefordshire HR8 0NB, UK

## Threat to UK defence tendering

From Mr Alan Mawer.

Sir, Your article "Land Rover set for Army order" (January 16) misses an essential point. The ambulance contract was put out to competitive tender. Manufacturers – European and British – were invited to compete.

The rigours of Ministry of Defence trials are not cheap. Steyr Daimler Puch will have spent upwards of £3m during the three-year project. That the Steyr vehicle won and was the recommendation from the Ministry of Defence seems now in little doubt.

As a result of the intensive lobbying campaign, the defence minister will choose Land Rover, conveniently ignoring the results of a competition designed and very efficiently managed by his

procurement departments. These competitions, according to a statement made by Mr James Arbuthnot, minister of state for defence procurement (Hansard, October 17 1995), have been the key to reducing the cost of procurement and improving the competitiveness of the UK defence industry and have concentrated resources on enhancing the capabilities of our frontline troops.

That competition is the only way to find the equipment which is the most operationally efficient and best value for money is in no doubt. To ignore the results of such competition will deprive the frontline troops of the best equipment available and ensure that the taxpayer does not receive the optimum value for money.

More importantly, instantly to ignore a recommendation from the procurement department in favour of a "Buy British" campaign will ensure that few, if any, companies will ever again risk the UK competitive tender system.

Not only will the frontline soldier be deprived of the best available equipment, but once again the Ministry of Defence and taxpayer will be at the mercy of a British defence industry deprived of competition.

Alan Mawer, Director, Automotive Technik, 7 Lawson Hunt Industrial Park, Guildford Road, Broadbridge Heath, West Sussex RH12 3JR, UK

## Turning point for Italy should be credited to Dini

From Mr Francesco Giavazzi and Mr Carlo Favero.

Sir, Lex on Italy (January 16) fails to distinguish between the Dini and the Berlusconi governments, and thus does not do justice to the former. When Mr Dini took over in February 1995 the spread between Italian and German 10-year bonds had risen to 650 basis points – from 250 at the beginning of the Berlusconi government: it is now back to 400.

Over the same period the differential between 10-year BTAs (government bonds) and the fixed interest rate on 10-year swaps – a good measure of issuer risk – fell from 150 basis points to below 30. The lira strengthened vis-à-vis the D-Mark from 1100/1200 during the spring to below 1080. The Dini budget for 1996, approved by parliament before the resignation of the government, reduces the public sector borrowing requirement from 7.4 per cent of gross domestic product in 1995 to 5.8, with a surplus net of interest that rises from 3.4 to 4.3 per cent of GDP.

For the first time in 20 years the debt-to-GDP ratio at the end of 1996 will be below its level at the start of the year. Admittedly, pension reform

has been weaker than necessary, and further adjustment will be needed. But, in sharp contrast to France, a significant correction of Italy's social security system has taken place with the agreement of the unions and thus without jeopardising the wage pact – a crucial factor to make sure that the rise in the consumer price index will not translate into permanently higher inflation.

After a complete stall during the Berlusconi government, 1995 has also seen some action on privatisations: the much criticised flotation of ENI has yielded to shareholders a return of 7 per cent over two months. The Dini government also obtained parliamentary approval for the bill that allows it to set up the regulatory authority for electricity – so far the stumbling block for the privatisation of ENEL. A reduction of Italy's "debt mountain" will require a generation, but 1995 – as were 1992-93 – should be accounted for as a turning point in Italy's fiscal troubles.

Francesco Giavazzi, Carlo Favero, Bocconi University, Milan, Italy

## Sociological view of art

From Mrs M.A. Osborne.

Sir, I have not yet been able to see the latest Tate exhibition, "Picturing Blackness". However, William Packer's article "A black mark for the Tate" (January 13) has certainly given me an incentive to make the effort to judge for myself whether this is indeed an ignorant exercise in pseudo social history.

Mr Packer seems to imply that there is no validity in examining paintings from a sociological point of view. However, if it is valid to examine the works of writers such as Austen, Dickens and Shakespeare for sociological insights why should not paintings be subject to the same treatment?

Very often those who make carping comments about political correctness fail to recognise the underlying reasons which have given rise to the phrase: that black people, like women and disabled people (to name but three groups) have long been treated in ways which invidiously reinforce their subservient status in society.

M.A. Osborne, 4 Ashway, Gayton, Wirral L80 3RD, UK

## Europa • Dominique Moïsi

## The ghost of a relationship

The Franco-German alliance needs to recover its dynamism if the EU is to get back on track

Simón Bolívar, the 19th-century leader who fought to free South America from Spanish rule, once likened the task of unifying that continent to "ploughing the sea". It would be an exaggeration to say that François Mitterrand, the former French president, felt the same way at the time of his death about the unification of Europe. But he was certainly disillusioned with the direction in which the European Union is moving.

His disenchantment was more than justified: the EU is in crisis. Its central message – that economic and monetary union must be the next indispensable step in the unification process – is wrong. The messengers conveying it are weak. And Europe's principal engine, the Franco-German relationship, is showing signs of strain and exhaustion.

Emu may be economically desirable and technically feasible. Politically, however, it is proving to be disastrous and it is highly unlikely that the concept can be sold to the European public.

The problem is not the timetable – why should 2002 be any easier than 1999? It is not even the convergence criteria, although the insistence that countries must meet them to qualify for monetary union should be dropped.

It is that the entire European project has come to hinge solely on the implementation of a technical reform – monetary union – which the broad mass of Europeans find, at best, irrelevant and, at worst, unacceptable. This is chiefly because they can see no social benefits that would result from it.

Other important issues – unemployment, institutional reform, foreign and security policy – are as pressing as ever. So why should Europe focus to the exclusion of all else on a monetary union that will make the process of forging stronger bonds between



The smiles of Jacques Chirac, French president (left), and Kohl conceal a strained Franco-German relationship

existing EU members more problematical and which, furthermore, offers no answer to the problem of achieving enlargement? Seen from Warsaw, Budapest or even Prague, monetary union is clearly not a top priority.

The negative message is reinforced by the personalities of the messengers. When Jacques Santer replaced Jacques Delors as president of the European Commission, many thought that a pragmatic, low-key, relatively uncharismatic figure was precisely what Europe needed.

With the benefit of a year's hindsight, and as one low-key presidency – Spain – is replaced by a potentially chaotic one – Italy – more and more people are regretting that there is no strong and inspired leader at the head of the Commission.

Under such circumstances, a close, dynamic Franco-German relationship is needed as a defence of last resort against mounting hostility towards the EU. Unfortunately, this is not what we have got.

In spite of reassuring official statements and goodwill on both sides, the Franco-German relationship is no longer what it used to be – for several reasons.

shift in the balance of power in Europe that has followed in its wake. France, afflicted with self-doubt, has become increasingly unsure of how to deal with this new Germany. The social crisis in France at the end of last year can only have reinforced this state of mind.

Even François Mitterrand – the "great European" whose legacy in this area has been legitimately praised – contributed to the cooling of relations by failing to grasp Europe's changed priorities in a post-cold war world.

In sum, the present divergence between the two nations was not, for the most part, a consequence of the fact that Germany was looking east while France was looking south. It is driven much more by the present tendency of both countries to look after their own interests first. This has left their European rhetoric sounding increasingly hollow and irrelevant.

It is highly symbolic that the number of French students learning German has remained low, while the number of Germans learning French is on the decline. And yet it is still possible for Franco-German ventures to be successful, as shown by Arte, the high-quality Franco-German television channel.

If the development of the EU is to be put back on track before it is too late, it is essential that the lost dynamism of the Franco-German relationship should be restored.

Some think the UK has an important role to play, arguing that it could act as a catalyst to bring France and Germany closer together. It would be a mistake to rely mainly on Britain to effect such a rapprochement, however. A third party may have sufficient influence to strengthen an already thriving alliance still further. But it would be asking too much to expect it to inject new life into a faltering relationship.

The author is deputy director of Paris-based Institut Français des Relations Internationales. He writes here in a personal capacity.

## If you think Europe has a future, we'd like to hear about it

Whether you're for or against Europe, its future is an increasingly hot topic of debate. Now, on the eve of the 21st century our destiny seems unclear, and is certainly unresolved.

Which is not surprising, considering the complexity of the issues and the number of people involved, all of whom have their own ideas on the Europe of the future.

At the Philip Morris Institute, we have an interest in those ideas. As a think-tank that publishes discussion papers on European policy issues, our aim is to provoke original, incisive and informed debate.

That's why we've launched a writing competition called the Philip Morris Institute Europe Prize, which is open to journalists as well as to non-journalists from any walk of life. In a first stage, we're asking entrants to write a 300-word synopsis in English, French, German, Italian or Spanish on the theme



THE PHILIP MORRIS INSTITUTE EUROPE PRIZE

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## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

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Friday January 19 1996

## Papandreou's daunting legacy

The belated and undignified departure of Mr Andreas Papandreou from the Greek political stage, after clinging to power in spite of chronic ill health, should at last bring an opportunity to tackle long-overdue reforms. The Greek political system, its economy and the bloated state bureaucracy, all require radical surgery. Its foreign relations, whether with its partners in the European Union, its neighbours in the Balkans, or most important, its ancient adversary, Turkey, are in need of urgent improvement. The task for Mr Costas Simitis, Mr Papandreou's successor, is daunting.

The retiring prime minister had an unenviable reputation in the outside world as a tiresome politician. Yet his legacy in Greece is not entirely negative. He presided over a modernisation of Greek society, and a liberalisation of its laws, including the introduction of civil marriages, women's rights and a greater awareness of the need to protect the environment. But he left a system of political cronyism, along with malpractice in hiring, tendering and procurement in the state sector, which seriously undermine good government.

In certain elementary ways, the Greek economy is more rationalised than it was 15 years ago, when Mr Papandreou came to power. A vigorous money market has replaced crudely administered interest rates, curbs on capital flows have been lifted, and the stock exchange has revived from quiescence.

In recent months, Greece has won mild praise from the European Commission for its efforts to restore a minimum of health to the economy, and repair the damage of previous years, largely caused by Mr Papandreou's first government.

### Soaring deficit

That administration was responsible for the enforced nationalisation of many Greek industrial companies, for maintaining index-linked wages and pension rises in the face of a soaring public deficit, and for the consequent accumulation of a huge national debt. It failed to crack down on chronic

tax evasion. And it introduced a system of political party appointments throughout the public service, from mainline ministry posts, to humble jobs in hospitals and post offices.

When he came to power in 1981, Mr Papandreou was guilty of cultivating the illusion that Greece could ignore western Europe, and fashion its own model of socialism. He also skillfully rode the wave of anti-western fury that swept the country after the collapse of the pro-American military junta.

### Flow of subsidies

Latterly he played his own grudging part in toning down that mood, by demonstrating in practice that neither rabid anti-Americanism, nor flirting with radical Arab regimes, provided any realistic basis for a foreign policy. Having obstructed Greek membership of the European Community when he was in opposition, he used the generous flow of subsidies from Brussels to blunt anti-European sentiment and ensure his own reelection.

Yet in the declining years of his rule, he again exploited Balkan nationalism in whipping up hostility towards the fragile democracy in neighbouring Macedonia, and imposing a trade embargo. That action ran counter to the positive role in the region which Greece should play as a stabilising force in the Balkans, promoting cross-border trade and prosperity. Mr Simitis has rightly put economic reform and reform of the inefficient bureaucracy at the top of his agenda. At least 60,000 jobs, or one in ten, need to be pruned from the public service. He admits that the civil service is "incapable of putting policy into practice". It will require political courage to carry out those reforms against the opposition of many Papandreou loyalists in his party.

For its part, the European Union must help. That does not involve giving cash hand-outs without ensuring that the money is well spent. Instead, it means setting strict conditions on the substantial budget transfers Greece gets from Brussels, to back the new prime minister in his tough task.

## Another nudge to UK rates

Yesterday's quarter-point cut in interest rates surprised most observers, but did not fundamentally change the short-run outlook for UK economic policy. The domestic economic data published since last month's quarter-point reduction underline the absence of price or demand pressures. Thus, the second easing of the present cycle can be defended on broadly the same grounds as the first.

For some, the fact that there has not been any striking economic news since the last rate reduction merely demonstrates that the move was politically motivated. With the government facing a shrinking parliamentary majority and renewed mutterings about a leadership challenge to Mr John Major, the prime minister, chancellor Mr Kenneth Clarke is under pressure to err on the side of inaction.

Equally, investors are looking for any evidence that he is trying to inflate the government out of trouble. The fact that the chancellor opted for two small reductions in consecutive months shows that he has no compunction about cutting interest rates as soon, and as often, as economic conditions will allow. Equally, the refusal of the governor of the Bank of England, Mr Eddie George, to comment on the cut leaves some suspecting yet another disagreement between the Treasury and the Bank over whether a reduction was needed so soon after the last.

### Unworried investors

Yet the reaction in financial markets yesterday implies that investors were broadly unworried by such speculation. Sterling held its ground against other European currencies, while UK bond futures ended the day significantly higher. On balance, investors' equanimity seems justified. We shall not know for another six weeks whether Mr George did in fact oppose yesterday's cut and it will be even longer before it will be possible to judge whether this second reduction was justified. For now, though, the weight of evidence favours Mr Clarke's decision.

On the domestic front, Wednesday's unexpectedly small drop in unemployment hints at a possible slowdown in employment growth.

as companies seek to run down their excessive stock levels. The large adjustments to retail sales required during the Christmas period make it hard to draw strong conclusions from the latest, December data. But yesterday's figures showed little sign of a strong upturn from the sluggish performance of the preceding months.

Mr George might have disagreed with Mr Clarke at Wednesday's monthly monetary meeting on the grounds that another cut in rates would be taking unnecessary risks with the inflation target. The December inflation data were disappointing, showing that the retail price index (excluding mortgage interest payments) had grown by 3 per cent over the previous twelve months, up from 2.9 per cent in November.

### Latent recovery

Some would also point to strong growth in real money demand as evidence of a latent recovery in domestic confidence that will soon filter through to final demand. But, with producer price pressures continuing to slow, and unexpected modest growth in average earnings in December, the risks to domestic inflation of a small monetary boost would appear to be slight.

Self-evidently, the strongest arguments for yesterday's move relate less to conditions at home than to growing worries about the downturn in continental European growth. As was true of Mr Clarke's UK move, the quarter-point reduction in French interest rates yesterday owed much to a growing belief that the depressed state of German demand means further interest rate cuts from the Bundesbank in the coming months are highly likely.

With what appears to be a competitive exchange rate, moderate tax reductions, and a half-point reduction in interest rates to support it, the UK economy may turn out to need less prompting out of its growth pause than the principal continental ones. Mr Clarke should not bank on being able to follow, still less anticipate, every future Bundesbank rate reduction. For the moment, though, what was right for Germany is also right for the UK.



## At the centre of the City web

One powerful UK fund manager is poised to decide the outcome of Granada's hotly-contested takeover bid for Forte, says John Gapper

Two meetings this morning will probably decide the outcome of the most hotly-contested takeover bid in the City for several years. Sir Rocco Forte and Mr Gerry Robinson, chief executives of Forte and Granada, will separately come to court a woman whose company holds their fate in its hands. That woman is Ms Carol Galley, vice-chairman of Mercury Asset Management.

Ms Galley, who runs the UK institutional investment side of Mercury, has a pivotal influence in deciding whether to cast the vote of the 14.6 per cent of Forte that MAM holds for or against Granada's hostile bid. If MAM places its faith in Mr Robinson, as it did in 1994 during a battle for London Weekend Television, the independent broadcaster, Sir Rocco's grip will probably be prised from the company his father founded 60 years ago.

It is an awesome power, but one to which she is accustomed. As the biggest and most consistently successful manager of UK pension funds - with £50bn under management - MAM is used to deciding the fate of companies. Ms Galley has also had to live with the retributions of some of her clients. Mr Greg Dyke of LWT, for example, complained publicly about the way she spurned him.

Along the way, Ms Galley has attracted a degree of fame and mystique, which has only been stimulated by her determination to discourage publicity. As one of a small number of women in senior positions in the City, she attracts what some think of as a disproportionate amount of attention. "The reason for all the questioning is she is a woman. I think it is unfair," says Mr Leonard Licht, a former senior executive at MAM.

Yet Ms Galley is unlikely to escape public scrutiny. MAM's policy is to pick companies that it believes are undervalued and invest

in them heavily. That makes it prone to being the arbiter of bid battles. And Ms Galley is always at the heart of such contests. After 25 years at the company, she has come to embody MAM's values. Her fund managers look to her to "bring us back to basics", as one describes it.

Indeed, Ms Galley espouses such values with an almost moral fervour. She has been known to describe the wasting of equity capital as "a sin". MAM is relentless in trying to pick those companies whose managers will earn money for the trustees of pension funds. It can be ruthless in its treatment of those who fail. "Equity is a scarce commodity, and nobody should chuck it around," says one MAM fund manager.

Although courteous, Ms Galley is not shy about expressing such views with a great deal of force to executives with whom MAM is unhappy. She can be scathing in private about the egos of managers who behave as though they own their companies. In her view, it is not simply a matter of improving investment returns. She also believes that society is better off for having fund managers who stamp out corporate complacency.

Ms Galley, who is 47, has been thoroughly immersed in the ethos of MAM since joining in 1971. The daughter of a local government officer in Newcastle-upon-Tyne, she studied modern languages at Leicester University before deciding to seek a job in the City. It was a radical choice, since most of her female friends were opting for employment as teachers or doctors. But Ms Galley wanted to do something different.

She joined the investment department of S.G. Warburg, which became MAM, working in the library. She encountered the culture, established by Siegmund Warburg and Henry Grunfeld, of hard work, innovative ideas, and teamwork. Some argue that the culture

lasted longer at MAM under Mr Licht and fund managers such as Mr Stephen Zimmerman, now a deputy chairman of MAM, than at Warburg, the merchant bank which was its parent until last year.

She was taken under the wing of Mr Licht when she displayed ambition and the confidence to suggest ideas. Since then, she has risen rapidly. She still embodies the values she found when she arrived, notably hard work and discipline. She arrives at 8.30am each morning, and works until 7pm. "She is extremely hard-working and dedicated to her clients. Nothing else clutters up her mind," says a colleague.

She was appointed a vice-chairman last June, and was paid an estimated £400,000 last year. Yet Ms Galley still works at a desk with seven other fund managers, using her office only for private meetings. She has strict standards, and does not tolerate laxity in staff any more than in companies, but her colleagues like her. "Most people like having Carol around. Things work well with her in charge," says one.

Ms Galley, who is married to German stockbroker, has turned the fact that she is a woman in a male world to her advantage. She is always immaculately presented, with a smattering of gold jewellery. Some colleagues say she is willing to exert female charm to get her way. "I would not go so far as to call it flirting, but there is an element of that," says one.

Rival fund managers say they admired Ms Galley's decisive quality, and willingness to stick her neck out in investing money. "She is a very neat manager. If she likes a share she backs it, and if she loses faith, she cuts it cleanly," says one competitor. "She was quick to spot a long time ago that MAM should make strong judgments about companies, and not attempt to be all

things to everyone," says another.

Having proved her worth as a fund manager, Ms Galley's role now is to oversee the UK institutional department, and ensure its old virtues are preserved. That is harder as the value of "active" fund managers who place large bets on a few companies, rather than buying small shares in many, is questioned. They must constantly prove they can perform better than a fund which mirrors an index.

MAM's approach typifies this, with a tradition of spending many hours on intense research of companies before deciding they are undervalued by their present share price. It then buys a large stake and waits for its intuition to be proved correct. A typical case was Granada, which Ms Galley felt had a collection of assets the value of which could be released by a new management under Mr Robinson.

She was right about Granada, but has been wrong about some others. MAM has relatively few shares of regional electricity companies in its portfolio because it has taken the view that it does not like regulated industries. It has thus missed out on the escalation of such shares since privatisation in 1991. Yet in the main, MAM's intuitions have been more right than wrong, helping it to keep attracting funds.

One difficulty with the approach is that it puts MAM at the heart of takeover battles. "We look for assets that are under valued by the market. Of course, some companies will look for exactly the same thing," says one fund manager. Indeed, there may be a temptation for MAM to encourage takeovers precisely to release hidden value in its holdings. If that were so, it would start acting as a hidden corporate raider.

MAM fund managers say that acting this way would be counter to its principles of investing in shares that have long-term underlying value. "If Carol asked why I was

holding a share, and I said it was because I expected a takeover, she would probably tear me off a strip," says one. Yet if takeovers occur, MAM has no scruples about taking advantage of the opportunity if it trusts the hostile bidder.

Some fund managers argue that this apparent impartiality creates a damaging uncertainty among companies, which does nothing to create shareholder wealth. They say managers should be able to concentrate on running a company without constantly having to fear that shareholders will sell out. "You cannot run a business properly if you are spending all your time looking over your shoulder," says one.

The most comfort MAM can offer to executives like Sir Rocco is that it takes seriously the responsibility of deciding on bids. It is sensitive to the notion that Ms Galley will simply back her own hunch. It has set up a five-person committee to examine both sides of the argument, and decide. Ms Galley is an influential member of this committee, rather than the sole judge.

Yet other fund managers say they wish they did not have to play such a role. "To be honest, any company being taken over is probably 0.3 per cent of my portfolio. My job in investing is not choosing between two managements," says one. Another says fund managers have to take decisions by default because the actual shareholders - pension funds - do not usually want to consider the issues themselves.

Such apathy places a heavy responsibility on Ms Galley. It is perhaps as well that by temperament as well as conviction, she is suited to dispensing financial justice. "Carol can be tough about dropping people whom she no longer believes in," says a colleague. Sir Rocco must be a persuasive saviour this morning. Otherwise, he could end up as wounded as others who have experienced the clean cut of Carol Galley.

## OBSERVER

### Towering ambition

■ Last autumn, Chancellor Helmut Kohl lambasted young Germans for staying too long and living off the fumes of their more enterprising parents. But he did rather lack a role model. Enter Lars Windhorst, a 19-year-old who runs a Hong Kong-based conglomerate with annual sales of DM250m.

Windhorst and Europe's oldest statesman now get on famously. The prodigy accompanied Kohl on his recent trip to Asia and sat next to him at the great book launch. On Wednesday, Windhorst officially "came out" in Bonn, hosting a party for 600 or so. Worthwhile, the chancellor included. The function raised some DM300,000 for Kohl's wife's charity. Windhorst started importing electronics parts from China aged 14, and left school two years later. But the really remarkable thing is that he has this to fritter away with Kohl. After all, he is supervising the construction of a 220-storey office block in Ho Chi Minh City. It's a name? Yup, the Windhorst Tower.

### Past masters

■ At last Credit Lyonnais, the state-owned bank which managed to drag a FF135bn financial

restructuring through the French parliament last year, has found a way to capitalise on past misfortunes.

Having clambered back to modest profitability following three years of heavy losses, it is now out on the road selling its expertise on state-backed rescues.

In the next few days, some 10 executives will be dropping in on Banco do Brasil, which has been suffering similar financial problems.

So will Credit Lyonnais be changing for its expertise? The bank says not, stressing that it remains active in Brazil and is offering help rather in the spirit of co-operation than as a means to instant bucks.

Banco do Brasil does seem to be forking out for the affairs. But given Credit Lyonnais' success in pushing through its rescue in the face of fierce opposition, that modest outlay is probably cheap at the price.

### Hume run

John Hume, that most decorated of politicians, has won yet another honour. The SDLP MP for Foyle, in Northern Ireland, has been voted person of the year by the Irish News.

Hume scored 678 votes in the poll. In second place, more than 100 votes behind was Bill Clinton, Northern Ireland's most famous recent visitor. Gerry Adams was

well back in the field with 128 votes a short neck ahead of Pope John Paul and local poet and Nobel prize winner Seamus Heaney.

What of other Ulster luminaries such as Ian Paisley, Jim Molyneux and new Unionist leader, David Trimble? They did not even get to the starting post.

There again, the Irish News is known as the newspaper of the nationalist, Catholic community.

### Switched off

■ Talk is cheap, which perhaps explains why Phil Donahue, 60, pioneer of the US daytime TV talk show, is bowing out after nearly 30 years' prime time. He will bring down the curtain at the end of this TV season after 6,000 shows. His producers blame a drop in ratings, loss of exposure in key cities and competition from the bevy of talk shows that have popped up in recent years.

In his heyday Donahue was the hottest talk show host around, mixing the serious and not-so-serious. He started out in Dayton, Ohio, switched to Chicago in 1974, and ended up in New York 10 years ago.

This was probably his biggest mistake. As he moved closer and closer to the centre of the TV establishment, he lost touch with grassroots America, allowing competitors such as Chicago's Oprah Winfrey to move in. However, his downfall really came

about because of his failure to follow sleazier competitors downmarket with shows about sexual escapades, violence and drug abuse.

### French leave

■ Patrick Stevenson, 50, long the big wheel behind Paribas Capital Markets, has finally packed his bags. He was effectively moved aside last September, when he was suddenly accorded some suspiciously grand titles, notably chairman of Paribas Europe and senior adviser to Banque Paribas' executive committee.

Stevenson would undoubtedly be a big catch for the likes of Baring Securities. However, a two-sentence statement reveals that he is leaving to pursue other interests "with the full agreement of Banque Paribas".

So it sounds as if talk of Stevenson starting his own investment banking business is premature. More likely he has spent the past four months negotiating a hefty pay-off in return for signing a fairly stringent non-compete agreement.

### Bottle law

■ A recent survey of US lawyers showed that 90 per cent of them were bottle-fed as children. Does this mean that only 10 per cent trusted their mothers?

## Financial Times

### 100 years ago

Kaiser William's message The Message of Kaiser William on the occasion of the twenty-fifth anniversary of the Empire produced a favourable effect upon the markets in consequence of the strikingly specific tone that pervades it. The contrast between this peaceful if magniloquent utterance and the belligerent message despatched the other day by the same potentate to President Kruger is indicative of more climbing-down on the part of His Imperial Majesty. No doubt he scarcely relishes the easy way in which France and Great Britain are settling their differences. Rather late in the day, the German Emperor is learning wisdom.

### 50 years ago

Buenos Aires explosion A bomb exploded at the entrance of the Buenos Aires Stock Exchange yesterday, shattering windows and causing alarm, but there were no casualties. The police immediately cordoned off the area. The explosion occurred shortly after the ending of the three-day lock-out called by employers as a protest against the Government decree ordering higher wages and a bonus for workers. All businesses are now open and the city is quiet.







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## IN BRIEF

### Forte v Granada Ready for the showdown



### Xerox announces \$1.5bn charge

Xerox, the US office documents company, said it would record an after-tax charge of \$1.5bn on the sale of its insurance business to a group of investors led by Kohlberg Kravis Roberts, the US buy-out firm, for \$2.7bn. Page 22

**Repsol rises ahead of share sale**  
Repsol, the Spanish oil, gas and chemicals group in which the Spanish government is selling more than half its remaining 21 per cent stake, issued provisional estimates showing a 21.6 per cent rise in consolidated net earnings last year to Pta117.7bn (\$873m). Page 24

**Banco stages powerful profits rebound**  
Banco Español de Crédito (Banco), the Spanish bank which underwent a Pta500bn (\$4bn) rescue two years ago, reported a return to annual profit with consolidated earnings of Pta21.4bn compared with a Pta17.9bn loss in 1994. Page 24

**AMP to consider ending mutual status**  
Australian Mutual Provident, the country's largest life assurance group, announced it was setting up a "task force" to review its corporate structure and consider whether it should abandon its mutual status and turn itself into a shareholder-owned company. Page 25

**Strong demand for Moroccan bond issue**  
The Moroccan government said it had raised Dh1.76bn (\$207m) in an oversubscribed issue of privatisation bonds, the country's first such issue. Page 25

**Major rules out funds for Eurotunnel**  
Eurotunnel, the Anglo-French operator of the Channel tunnel, will not have "recourse to government funds or guarantees of a financial or commercial nature", Mr John Major, UK prime minister, said in a written reply to Mr Tony Banks, a Labour MP. The crisis-ridden company, which suspended interest payments on \$2bn (\$12.32bn) of bank loans in September, has been lobbying both the French and UK governments to provide support. Page 27

**De Beers says \$1bn loan to Russia repaid**  
Russia has repaid the \$1bn it was loaned by De Beers five years ago, according to the South African diamond group. Page 29

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#### Chief price changes yesterday

FRANKFURT (DM)		PARIS (FFr)	
Rheine	870 + 10	Ortel Local	814.8 + 13.2
Alto	770 + 14	Prologit	703 + 12
Linotype	125 + 5	Repsol	471.2 + 12.8
Porsche	789 + 11	Alcatel	1031 + 47
Deutsche	820 - 15	San Siro	522 + 29
Deutsche	820 - 15	Legrand	829 + 19
NEW YORK (\$)		TOKYO (Yen)	
Deutsche	80 + 6	Yamaha Motor	1020 + 45
Deutsche	60 + 4	Falco	8919 + 230
Deutsche	22 1/2 + 2 1/2	Arden Opt	503 + 30
Deutsche	20 1/2 - 3 1/2	Danbury Inc	745 + 38
Deutsche	34 1/2 - 3 1/2	San Chem	772 + 38
Deutsche	22 1/2 - 2 1/2	San Chem	772 + 38
LONDON (Pence)		HONG KONG (HK\$)	
Deutsche	864 1/2 + 2 1/2	Deutsche	87 + 0.75
Deutsche	258 1/2 + 1 1/2	Deutsche	7.4 + 0.65
Deutsche	722 + 35	Deutsche	7.25 + 0.39
Deutsche	155 - 15	Deutsche	29.7 + 1.30
Deutsche	155 - 15	Deutsche	14.55 + 0.65
Deutsche	725 - 33	Deutsche	13.00 + 0.40
TOKYO (Yen)		HONG KONG (HK\$)	
Deutsche	14 1/2 + 1 1/2	Deutsche	53.0 + 4.5
Deutsche	7 + 1 1/2	Deutsche	24.0 + 2.0
Deutsche	14 + 1 1/2	Deutsche	52.5 + 0.5
Deutsche	13 + 1 1/2	Deutsche	46.5 + 0.5
Deutsche	13 1/2 + 1 1/2	Deutsche	46.5 + 0.5

New York and London prices at 12.30pm.

## L'Oréal raises bid for Maybelline

By Richard Tomkins in New York

L'Oréal, of France, yesterday raised the stakes in the bid battle that has broken out over Maybelline by increasing its cash offer for the US cosmetics company to \$567m.

Shares in Maybelline, the second biggest US cosmetics company, rose 2 1/2% to \$42 1/2 in early trading yesterday.

L'Oréal announced in Paris and New York that it was raising its cash offer for Maybelline to \$41 a share from \$36.75. As before, it said its offer would expire at midnight New York time on February 1.

L'Oréal's increased offer came only hours after Maybelline announced that it had received an unsolicited cash offer of

\$37 a share from Benckiser, the German consumer products group. This had exceeded L'Oréal's earlier offer.

Based on the number of shares outstanding, L'Oréal's new offer values Maybelline at \$567m, while Benckiser's last offer values the company at \$511m. Whichever company wins the battle will also assume Maybelline's debts of \$150m.

By lunchtime in New York yesterday, Maybelline had not responded to L'Oréal's increased offer. In response to Benckiser's offer, it said it was ready to meet Benckiser and L'Oréal to study the situation. It also agreed to give Benckiser the details of its merger agreement with L'Oréal in spite of a confidentiality agreement.

Benckiser said it was aware of L'Oréal's

increased offer and was reviewing the situation.

The stage was set for the takeover battle when Maybelline, a mass-market maker of cosmetics, accepted L'Oréal's \$36.75-a-share offer last month. L'Oréal is the world's largest cosmetics company and its North American arm, Cosmair, is the fourth largest cosmetics company in the US.

The two companies thought they had an agreed deal, but last Friday, Benckiser, which owns Coty and other cosmetics brands, sent an unsolicited letter to Maybelline saying it was prepared to make a "materially higher" offer for the company than L'Oréal's.

On Tuesday, Benckiser followed this let-

ter with another saying it would offer \$37 unconditionally, or a "materially higher" figure if Maybelline introduced a stockholder rights plan that would prevent a successful counter-bid by L'Oréal.

L'Oréal's latest move makes the outcome uncertain. On the one hand, its higher bid appears to be aimed at preempting a higher bid from Benckiser, and Benckiser has made it plain that it has no wish for a bid battle.

L'Oréal's bid would result in a concentration of ownership in the US cosmetics market, so raising anti-trust issues. By comparison, Benckiser's offer appears risk-free, so it may need to do no more than match L'Oréal's offer to win the takeover contest.

## Fears for gold price after big JCI sale

By Kenneth Gooding, Mining Correspondent

The biggest forward sale of gold has been completed by JCI, the South African mining house, in a move which will disappoint traders who fear it could adversely affect sentiment in the market and hold down the gold price.

JCI has sold the entire production of its Western Areas mining complex for the next 8 1/2 years - a total of 7.3m troy ounces or 227 tonnes, roughly equivalent to the annual output of Australia, the world's third largest producer.

The sale will dismay some gold bulls who believe producers' hedging programmes place an artificial cap on the gold price. Forward sales condense years of supply into a few weeks because the counter-party financial institutions borrow gold from central banks then sell it immediately to raise cash which is put on deposit until needed. Central banks get their gold back ultimately, with interest in gold, when the producer delivers the last ounces of loaned gold.

In the past, only central banks have sold such large quantities of gold and some traders were taking heart yesterday because the market absorbed the JCI gold, sold in November and December, without the gold price falling. Since the beginning of 1994 the price has risen quite strongly. "This shows the efficiency and depth of the gold market today," said one trader.

However, other analysts said the sale showed South African producers were willing to hedge their output whereas until recently they were reluctant to follow the lead of Australian and North American companies.

JCI's sale follows one by Anglo American Corporation, a division of Anglo, which last August sold forward 4.9m ounces (80 tonnes) of gold for delivery over six years.

Anglo American Corporation said yesterday that its Freegold offshoot had sold forward about 35 tonnes of gold at an average price of \$429 an ounce "in order to rescue the risk in the future of the profit margin squeeze experienced over the past two years".

JCI is to give details of the sale, structured by AIG International and Standard Corporate & Merchant Bank, today but said yesterday it would ensure it could complete its \$1.1bn (\$302m) development of Western's South Deep project without having to turn to shareholders. Anglo American jobs threat. Page 25

## Partnership that built Viacom is over after nine years

### Exit the lieutenant as chief shows his steel

#### Hands-on control



Frank Biondi, CEO of Viacom

The startling dismissal on Tuesday of Mr Frank Biondi, chief executive of the US media group Viacom, met with a curiously calm reception on Wall Street yesterday.

Viacom shares fell just 3 per cent. But as the market dust settled, the real power behind the company remains unchanged. Mr Biondi may be a widely respected media executive, for nine years the right-hand man of Viacom's chairman, 72-year-old Mr Sumner Redstone. But as the majority holder of Viacom's voting stock, Mr Redstone owns the company. He says he will take a more hands-on approach to running Viacom.

Mr Redstone hired Mr Biondi as his chief executive after his \$3.4bn takeover of Viacom in 1987. Mr Redstone's own background is the stuff of media legend, from being the moderately successful head of a cinema chain founded by his father, he became a driven man after almost being killed in a hotel fire in Boston at the age of 56.

After his takeover of Viacom - then a cable television company - he and Mr Biondi embarked on an ambitious series of acquisitions: the Paramount film studio, the Blockbuster chain of video stores and the book publisher Simon & Schuster, among others. With revenues of more than \$11bn, Viacom is now the world's second biggest media empire after Time Warner.

The reasons Mr Redstone gives for Mr Biondi's dismissal say a good deal about himself and the industry. "I have a lot of affection for Frank, and what I did was very difficult," he said yesterday. "But Frank would tell you his management style is very laid-back and decentralised. In the old Viacom that style worked, and I was happy to sit on the sidelines. Now there are issues coming up which have to be addressed."

Chief, it seems, is the poor performance over the past year of Paramount. After its big success in 1994 with the film *Forrest Gump*, it has reported sharply lower earnings in 1995. Part of the problem, Mr Redstone said, was that too many of its films had been based on weak scripts.

"I'd have preferred Frank to go out and fix the studio," he said. "He didn't. So for the past three or four months, I've been in California. I saw it developing early, and I was on the case. I'd have seen it sooner if I'd been CEO." He has now taken on the post of chief executive officer himself.

Mr Redstone's basic argument

is that in a world of expanding media empires - he cited Time Warner's takeover of Turner Broadcasting, and Disney's of Capital Cities/ABC - the entrepreneurial spirit is more important than ever.

Takes, he said, Mr Rupert Murdoch - another media tycoon who has a controlling stake in

young enough to be his children. Other businesses have been driven into the ground by septuagenarians who would not give up. What are the prospects for Viacom?

Mr Redstone deflected the question with a joke: "Mr Dole (the US Republican presidential candidate) thinks he can run America at 72. My record in business is at least as good as his in politics."

The time would come, he said, when he would have to give way to a younger man. "But I hope not too soon. And I have at least six people working here who can run Viacom better than other media companies are run today."

Meanwhile, what lies ahead for Mr Biondi? Reports suggest his compensation may be close to \$50m. And in any case, Mr Redstone said: "Believe me, he won't have any trouble with his career."

He may be right. Another likely reason for Wall Street's calm reaction to Mr Biondi's departure is that abrupt dismissals are common in the US media industry. Mr Biondi, 51, has been fired before: in 1984, as chief executive of Home Box Office, the pay-TV subsidiary of Time Warner. In the gossip-filled world of media, the chief question is where he will surface next.

Tony Jackson

## Bond market helps Nomura post sharp rise in third term

By Gerard Baker in Tokyo

Nomura Securities is on course for its best full-year performance since 1991. Japan's largest stockbroker yesterday posted sharply higher profits in the three months to the end of December, assisted by the strength of the Japanese bond market.

Recurring profits before tax and extraordinary items for the quarter were ¥29.6bn (\$282m), bringing nine-month pre-tax earnings to end-December to ¥61.3bn. Nomura shares in Tokyo closed down ¥30 at ¥2,270.

This is the first financial year in which Nomura has published quarterly statements, making direct comparison with the previous year difficult. In the year to the end of March 1995, the

company reported a pre-tax profit of just ¥6.8bn. Operating revenue in the quarter was ¥314.4bn, compared with ¥335bn for the year to March 1995.

The company made a net gain on bond trading in the nine months of ¥58.2bn, against a full-year gain of ¥25.6bn in the year before. The Japanese bond market has been buoyant since the spring, following aggressive cuts in interest rates by the Bank of Japan. Looser monetary policy has enabled banks and brokers to record large gains on bond trading. But with interest rates at record lows the scope for further advances in the bond market is diminished.

Nomura's core business, brokerage commission, registered a slight improvement as activity picked up in equity and bond

markets. Stock brokerage commissions rose an estimated 10 per cent to ¥75.7bn for the nine months, on increasing turnover on the Tokyo stock exchange. Bond brokerage commissions were 87 per cent higher at ¥24.8bn, owing to active trading in convertible bonds.

But underwriting remained stagnant. Nomura underwrote a total of 88m shares in the three quarters to the end of 1995, with a value of ¥245.5m, down an estimated 16 per cent on a year earlier. The total value of bonds underwritten was ¥2,090bn, 10 per cent lower as a result of stiffer competition from the new broking subsidiaries of the leading banks.

Net interest and dividend income rose 47 per cent to ¥48.3bn.

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<p>March 1995</p> <p>Management Buy-Out of <b>EMPE</b></p> <p>A leading German supplier to the automotive industry</p> <p>Mezzanine Co-Underwriter</p>	<p>July 1995</p> <p>£3 million</p> <p>Further acquisition of <b>PAN Products Ltd</b> by <b>METRA</b></p> <p>Mezzanine Arranger</p>	<p>September 1995</p> <p>£27 million</p> <p>Acquisition of the Castings and Laminates Business of <b>Laporte Plc</b> by <b>CAI</b></p> <p>Mezzanine Arranger</p>	<p>October 1995</p> <p>FFr 124 million</p> <p>Management Buy-Out of <b>CONET</b></p> <p>Mezzanine Arranger</p>
<p>October 1995</p> <p>£8 million</p> <p>Refinancing and acquisition facilities for <b>Vitalis</b></p> <p>Mezzanine Arranger</p>	<p>November 1995</p> <p>£40 million</p> <p>Acquisition of Club 18-30, Priority and Sunset Holidays by <b>Flying Colours</b></p> <p>Mezzanine Arranger</p>	<p>December 1995</p> <p>£25 million</p> <p>Management Buy-Out of <b>BLUE SQUARE</b></p> <p>Mezzanine Arranger</p>	<p>December 1995</p> <p>£130 million</p> <p>Leveraged Recapitalisation of <b>Harris Chemical Group Europe, Inc.</b></p> <p>Mezzanine Co-Arranger</p>

For more information, please contact Barrie Moore, NatWest Markets Mezzanine Finance on 0171 374 3569

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## INTERNATIONAL COMPANIES AND FINANCE

## AMERICAS NEWS DIGEST

## PaineWebber takes \$30m provision

PaineWebber, the US securities house, has taken an additional \$30m pre-tax charge to cover costs related to a settlement with the Securities and Exchange Commission over the sale of limited partnerships in the 1980s and early 1990s. The resolution of the dispute with the SEC included a \$5m civil penalty and a class action settlement of \$125m.

In the second quarter of 1995, PaineWebber provided \$300m to reimburse investors who lost money on the partnerships. The group said the extra charge, announced with fourth-quarter earnings, would "accomplish a timely resolution of these complex issues and put this matter behind the firm".

Including the charge of \$20.1m after tax, PaineWebber reported fourth-quarter earnings up from \$19.3m to \$58.8m and fully-diluted earnings per share ahead from 28 cents to 50 cents. Excluding the charges for the year, net income rose from \$102m to \$277m, or from \$1.27 to \$1.90 on a fully-diluted per share basis. The charges reduced net income to \$80.8m, compared with \$116m in 1994. The group acquired Kidder Peabody from General Electric at the end of 1994, issuing 27m shares as part of the consideration.

Bear Stearns, the investment bank, reported a rise in second-quarter net income for the three months to December 31 from \$32.9m to \$105m. Earnings per share increased from 21 cents to 76 cents. Revenues, net of interest, climbed 61 per cent to \$688m in the quarter, including a doubling of investment banking revenues reflecting mergers and acquisitions and underwriting activity.

Kimberly-Clark de México, the country's largest paper producer, reported an 8 per cent increase in operating profit to 1.9bn pesos (\$23m) for 1995, despite recession and rising last year in the international price of paper pulp. Year-end sales of 4.9bn pesos represented a 17 per cent increase on 1994 in real peso terms.

The company is listed independently of the Kimberly-Clark of the US, which owns 43 per cent of its shares.

An increase in pulp prices and the peso's fall against the dollar meant operating margins were below the previous two years. However, the company increased prices over the rate of inflation, and was helped by a move away from imported goods, whose price has increased even more following the peso's fall.

Alfa doubles investment

Alfa, the Mexican steel, petrochemicals and food conglomerate, yesterday announced it was doubling its investment outlays to \$650m in 1996 in order to develop its new telecommunications joint-venture with AT&T of the US. Alfa said half of its capital expenditures was earmarked for Alvestra, the new venture which plans to offer long-distance services when the market is deregulated in January 1997. The remaining \$400m would be invested to expand capacity in Alfa's existing industrial concerns, Mr González Migoya said.

Mr Migoya said much of Alfa's capital outlays were geared towards expanding exports, which totalled \$1.3bn in 1995 and represented more than one-third of the group's estimated sales of \$1.8bn pesos (\$2.9bn).

Alfa's investment plans are an encouraging indication of the ability of Mexico's large conglomerates to lead an export-led economic revival. However, many private-sector economists remain worried about the continued weakness of Mexico's banking sector and the high cost of credit, which is expected to delay any chances of recovery for most of Mexico's small and medium-sized businesses.

Daniel Dombey, Mexico City

Diamond Multimedia shares hit

Shares in Diamond Multimedia, the US maker of graphic-enhancing computer equipment, fell 87 per cent in early trading amid concerns about falling margins and uncertainty about \$3.7m in replacement or stolen inventory.

After the market closed on Wednesday, Diamond announced it had made \$18.1m, or 40 cents a share, in the fourth quarter, excluding a one-off charge for the acquisition of SPRA Software, a German competitor. Analysts had forecast earnings closer to 44 cents a share.

Most attributed to stock drop to worries about falling margins and uncertainty related to the inventory loss. The shares were 89% lower at \$12.4 at midday.

Lisa Branstetter, New York

NatWest's US unit climbs 44%

NatWest Bancorp, the US subsidiary of the UK's National Westminster Bank, lifted its after-tax profits by 44 per cent in the closing months of last year, in what could be the last full quarter before the business is sold. The jump in net income, to \$170m, in part reflected the acquisition of two New Jersey banks, Citizens First Bancorp and Central Jersey Bancorp. Net interest income for the quarter remained roughly level with a year before, while non-interest income more than doubled, to \$192m. Pre-tax income doubled to \$170m.

For the full year, NatWest Bancorp reported after-tax profits of \$306m, up only marginally from \$299m in 1994 because of a higher tax charge. Pre-tax profits for the year rose 55 per cent to \$507m. NatWest agreed late last year to sell the business to Fleet Financial.

Richard Waters, New York

Drilling result boosts Bre-X

Drilling results from a gold property on the Indonesian island of Kalimantan have propelled Bre-X Minerals shares from C\$1.90 to C\$84 in less than a year, giving the small exploration company a market capitalisation of C\$1.8bn (US\$1.3bn).

Bre-X on Monday reported results from the latest five drill holes on the south-east zone of its large Susang, Kalimantan, property. Grades range from 0.04oz to 0.15oz a tonne.

Robert Gibbons, Montreal

## Kodak considers sale of copier business

By Maggie Urry in New York

Eastman Kodak, the photographic and digital imaging group, is considering the sale of its loss-making office copier business. The group, which also reported a fall in fourth quarter earnings from continuing operations, said it had decided to reposition the business, which had sales of \$2bn in 1995.

It added that it was looking at "a variety of strategic options" including alliances, joint ventures or a sale.

Kodak said it had set no timetable for the decision on the subsidiary's future but the problem had management's "highest priority". Kodak shares fell in morning trading by 1% to \$67.

Mr Harry Kavetas, chief financial officer, said an outright sale of the office imaging business, or a partial sale to a joint venture partner, would free management and financial resources within Kodak which could be concentrated on its core activities. He declined to comment on how much the

business might be worth or its value in Kodak's books. He thought it was an "attractive property to a number of potential outside parties".

Since Mr George Fisher arrived as chief executive in December 1993, Kodak has been shaken up. Its drugs business was sold, raising \$8bn, which was largely used to repay debt.

Two waves of lay-offs led to about 11,000 job losses with a further 2,000 to go, although acquisitions have also added staff. The second round of cuts

led to a \$254m after-tax restructuring charge in the last quarter of 1994.

Earnings from continuing operations in the fourth quarter, excluding the restructuring charge in 1994, fell 16 per cent from \$470m to \$394m, weighed down by losses at the office imaging division and by a goodwill write-off of \$50m, or 15 cents a share, mainly at its medical imaging business. The fall was in spite of strong performances in the motion picture and television imaging areas.

On the consumer side, sales in the US were affected by the weak retail climate in the last quarter of 1995. Sales growth in that area was held to 1 per cent, although outside the US consumer sales rose 10 per cent.

Group net earnings after all charges were up from \$18m to \$275m in the fourth quarter and from \$57m to \$1.25bn for the year. Fully diluted earnings per share were ahead from 4 cents to 78 cents in the fourth quarter and from \$1.63 to \$1.56 for the year.

## Apple shares drop sharply following losses

By Louise Kehoe in San Francisco

Apple Computer shares dropped sharply yesterday as Wall Street analysts downgraded the stock in the wake of the US personal computer company's first fiscal quarter losses, reported after the close of trading on Wednesday.

Apple was trading at \$90 in mid-session, down 10 per cent from Wednesday's close of \$94.

As expected, Apple reported a loss of \$88m for its first fiscal quarter ended December 29.

The company added, however, that it expected continuing losses from operations in the current quarter, in addition to restructuring charges of "at least" \$125m.

The company said it would cut 1,300 jobs over the next 12 months, reducing its workforce by about 6 per cent. The cuts are smaller than most analysts had expected. However, Apple said additional restructuring actions and charges were "possible" in the current quarter and in future quarters.

Mr Michael Spindler, Apple chief executive, said the job cuts represented the "initial phase" of a plan to "fundamentally change our business model".

Apple planned to pare its product line and focus increasingly on "best of class" products in all parts of the market and would pursue a "much broader licensing of the Macintosh operating system (software)", Mr Spindler said.

Apple is expected to concentrate on high-end personal computers, which carry higher profit margins.

Analysts were disappointed that Apple did not announce more drastic measures to cut costs. Mr Spindler delivered an "apologetic" restructuring message, said Mr Daniel Kinstler of J.P. Morgan Securities, which downgraded the stock yesterday. Analysts predicted Apple might ultimately have to cut as many as 4,000 jobs as it struggles to return to profitability.

Apple's fiscal first-quarter loss compares with net income of \$188m, or \$1.56 a share, in the same period a year ago. Revenue for the quarter rose 11 per cent from \$2.83bn to \$3.1bn, while unit shipments of its computers grew 13 per cent.

World PC shipments, however, are estimated to have increased by about 25 per cent in the Christmas quarter, suggesting that Apple lost market share.

The company said its gross profit margin as a percentage of sales plunged from almost 29 per cent a year ago to 15 per cent, in part because of a fierce price war in Japan. Apple also said it had to write down \$80m in inventory in the quarter because of overestimated demand.

Lex, Page 20

## Xerox to take \$1.5bn disposal charge

By Richard Waters in New York

Xerox, the US office documents company, yesterday said it would record an after-tax charge of \$1.5bn on the sale of its insurance business, bringing to an end a costly, 13-year foray into the financial services industry.

The company announced an agreement to sell its property/casualty insurance operations to a group of investors led by Kohlberg Kravis Roberts, the US buy-out firm, for \$2.7bn.

The disposal comes only weeks after Aetna, one of the biggest US insurers, sold its property/casualty business to

Travelers, a rival, for \$4bn. The deals signal a reshuffling of ownership in the US property/casualty industry, prompted by recent heavy catastrophe and environmental losses and the prospect of junk-bond premium growth.

Cigna, another big US insurer, hopes to win regulatory approval shortly to spin off its environmental liabilities into a separate, \$6bn company, in the face of complaints from rival insurers and a number of state insurance commissioners.

Xerox's departure from the insurance business will involve its selling Telegen, a subsidiary whose business consists of

a number of specialist insurance operations at below book value. This will result in an after-tax loss on the sale of \$975m, the company said.

Xerox will also continue to provide excess-of-loss reinsurance to Telegen, under which it will meet losses above a certain level. This, and an addition to the insurer's reserves, will cost \$225m after tax.

The new investors, led by KKR, will pay Xerox \$1.45bn in cash, together with \$450m in preference shares and \$450m of performance-related instruments. They will also assume \$350m of debt.

Since announcing its plans to leave the insurance industry

two years ago, Xerox has sold a number of other operations.

Yesterday, Mr Paul Allaire, chairman, said the sale would enable the company to cut its debt and focus on its document processing business.

The disposal follows a three-year effort by Xerox to clean up the insurance business for sale.

This involved the boosting of its reserves and reinsurance in the face of heavy environmental exposures.

Xerox entered the insurance business with the purchase of Crum & Foster, then the tenth largest US property and liability insurance company, in 1983.

## GE upbeat after record result for year

By Maggie Urry

General Electric, the largest US company, reported record results for 1995, with earnings per share ahead by 13 per cent. Mr Jack Welch, chairman, said the group was in a position "to deliver another year of record results in 1996".

Mr Welch said: "GE's businesses made aggressive moves during the year to ensure future growth." These include the alliances with Microsoft, the computer software group, announced in December, and the pre-emptive bid by NBC to televise five of the next six Olympics; acquisitions by GE Capital; and heavy investment by the plastics business.

For the fourth quarter, net income from continuing operations rose from \$1.68bn to \$1.86bn, on revenues 11 per cent higher at \$18.8bn.

The fourth quarter of 1994 bore a \$917m charge related to the sale of Kidder Peabody, the securities business. Earnings per share, excluding the Kidder



Jack Welch made 'aggressive moves to ensure future growth'

charge, rose from 89 cents to \$1.12.

Net income for 1995 was \$6.57bn, up from \$5.92bn before the Kidder charge of \$1.19bn. Earnings per share from continuing operations rose from \$3.46 to \$3.90. The slightly faster rise in earnings per share reflected the repurchase of \$3.1bn shares in the year, reducing the number of shares

in issue from 1.71bn to 1.67bn. The group has authority to buy a further \$60m worth of shares by the end of 1997.

Revenues increased 17 per cent in the year from \$80.1bn to \$93.7bn. The growth was fuelled by the group's international activities, which accounted for 36 per cent of total sales, up from 33 per cent in 1994.

Ten of the group's 12 divisions increased operating profits, with six reporting double-digit gains.

Operating margins for the year were ahead from 18.6 per cent to 14.4 per cent of sales.

GE Capital, the largest division, increased earnings by 15 per cent to \$2.42bn, slightly below the average earnings growth of 20 per cent a year for the last 10 years.

Only two activities suffered profit falls: power systems, which has been affected by severe competition on international projects, and motors.

## McDonnell Douglas project in doubt

By Richard Tomkins in New York

Doubts were raised over the future of McDonnell Douglas's wide-bodied MD-11 airliner yesterday after the US defence and aerospace company recognised a shortfall in demand for the aircraft by taking a \$1.8bn charge to fourth-quarter profits.

The charge stems from the fact that the costs of developing and manufacturing the MD-11 may have to be spread over a smaller number of aircraft than the company had expected.

Until now, McDonnell Douglas had followed standard industry practice of basing the cost of sales for each MD-11 delivery on an average cost per aircraft for the expected life of the entire MD-11 programme.

Yesterday, however, it said disappointing demand had forced it to change to a new method of accounting. From the beginning of the fourth quarter, it said, it had started

to base the cost of sales of each delivery on the actual cost of producing each aircraft.

In accounting terms, this means the company has switched from a programme basis of accounting to a specific unit basis. As a result, it had to take a \$1.8bn pre-tax charge for deferred production costs and for the reduction in the valuation of support and tooling costs.

Mr James Palmer, chief financial officer, strongly denied McDonnell Douglas was preparing to axe the MD-11. "We have not made any decision to shut down that programme. We will pursue every opportunity with full vim and vigour just as aggressively as we have in the past," he said.

However, Mr Peter Aseritis, analyst at CS First Boston, said he believed McDonnell Douglas might be considering a new future for the MD-11 as a freighter.

"I don't think there is any doubt that the MD-11 is not going to sell well as a commercial

airliner," Mr Aseritis said. "But as a freighter, it is already Federal Express's freighter of choice, and I think people are going to say that if it is FedEx's freighter of choice, then maybe it should be the freighter of choice for other operators."

The accounting change for the MD-11 came as McDonnell Douglas reported better than expected fourth-quarter results, buoyed by a strong performance from the military aircraft division. Net earnings would have been up from \$185m to \$197m, but the accounting change turned the profit into a net loss of \$88m.

A boost to revenues from the F-15 and F/A-18 programmes helped lift operating profits in the military aircraft division from \$207m to \$255m. The commercial aircraft division increased operating profits from \$12m to \$13m, delivering three MD-80s, four MD-90s and five MD-11s, compared with six MD-80s and four MD-11s last time. But the missiles, space

and electronic systems division saw a decline in operating profits from \$68m to \$30m because of increased spending on development of the Delta III launcher.

For the full year, McDonnell Douglas increased net earnings from \$598m to \$707m, but the accounting change turned the latest figure into a loss of \$416m.

Raytheon, the Massachusetts-based defence company, yesterday reported fourth-quarter net earnings of \$222.3m, compared with \$205.7m last time. For the full year it had net income of \$792.5m, up from \$596.9m.

The company said its full-year results were driven by strong performances at Raytheon Aircraft, Raytheon Engineers & Constructors, and commercial electronics as well as a significant contribution from the recently-acquired E-Systems. Defence sales and profits were down, but Raytheon said the falls were not as great as in previous years.

## Dividend concerns resurface at Bankers Trust

By Richard Waters in New York

Doubts about Bankers Trust's ability to maintain its dividend at current levels resurfaced on Wall Street yesterday as the troubled US bank reported disappointing results for the final quarter of 1995.

Earnings per share for the period were \$1.38, well below market expectations of around \$1.70, despite a big one-off equity gain. Its shares fell \$1.74, or nearly 3 per cent, during morning trading, to \$63.

The latest set of figures reflected a slide back into loss by Bankers Trust's derivatives operations, the original source of its difficulties in 1994. The bank continues to face lawsuits from Procter & Gamble, among others, over leveraged derivatives it had sold.

The derivatives business, which had struggled back to break-even level in the previous quarter, after two periods of losses, incurred a \$32m deficit in the final three months of the year. The loss came in spite of heavy cost-cutting during the year, raising the prospect of a further round of reductions.

The closing months of 1995 produced a stream of bad publicity for Bankers Trust's derivatives business, sparked by renewed accusations from Procter & Gamble.

While overshadowed by the problems in derivatives, the latest figures also reflect difficulties in the bank's investment management operations. Its income from client advisory businesses - largely investment management - fell by more than half from a year before, to \$13m, partly because of higher costs. The bank appointed a new management team late last year to run this business.

A review had also thrown up "a small number" of investment management accounts where trades were "not conducted in accordance with the bank's standards", Bankers Trust revealed. Though only resulting in expenses of \$8m to compensate clients, the revelation will further dent the bank's reputation.

Other operations generated more steady earnings. The high level of activity in credit markets bolstered income in the bank's financing group, while profits from trading climbed to \$129m, the highest quarterly level in two years. This was before charges of \$61m, which reflected settlement of some of the outstanding derivatives actions.

The quarter's results were boosted by a \$148m gain from a holding in Northwest Airlines. This was recognised as the bank shifted the holding into the "held-for-sale" category, signalling plans to dispose of the shares.

Mr Frank Newman, the bank's new chief executive and, from April, its chairman, moved to ease fears about the dividend a month ago, when he assured it would not be cut in the current quarter. Until the bank starts to generate more steady profits, though, the doubts seem likely to persist.

Bankers Trust reported net income of \$126m, or \$1.36 a share, for the final quarter of 1995. This was 25 per cent higher than the troubled fourth quarter of 1994, but below the \$155m of 1995's third quarter. Full-year net income slipped to \$215m, or \$2.02 a share, compared with \$615m, or \$7.17, in 1994.

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With effect  
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Thursday 18th  
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## **WESTERN AREAS GOLD MINING COMPANY LIMITED**

### **7.3 million ounce structured gold transaction**

*The transaction is intended by Western Areas to secure the projected funding requirement for the South Deep section.*

Structured by:  
**AIG International Inc.**  
**Standard Corporate and Merchant Bank**

Facility Provided by:  
**Standard Corporate and Merchant Bank**

Risk Principals:  
**Standard Corporate and Merchant Bank**  
**AIG International Inc.**



**Standard Corporate  
and Merchant Bank**

(A division of The Standard Bank of  
South Africa Limited)  
(Registration number 62/00738/06)









## AMP 'task force' to consider demutualisation

By Nikki Tait in Sydney

The Australian Mutual Provident, Australia's largest life insurance company, said yesterday it was setting up a formal "task force" to review the group's corporate structure, and consider whether it should demutualise. It is likely to present its findings towards the end of the year.

Demutualisation - the process by which a mutual insurer, owned essentially by its policyholders, turns itself into a conventional, shareholder-

owned company - has become a trend internationally in recent years, and a number of Australian insurers have already taken this path.

National Mutual, AMP's big rival, is committed to demutualising by 1997, as is Colonial Mutual, at a slightly later date. The NAMA, one of the country's big motor insurers, also planned to go this route until vigorous opposition from some members derailed the scheme.

The AMP, which owns the Pearl insurance business in the UK as well

as London Life, first proposed the demutualisation option a year ago. At that stage, Mr George Trumbull, the US insurance executive brought in to head the AMP two years ago, said that there was a 50:50 chance the institution could become a shareholder-owned company within five years.

Unlike some of its competitors, the AMP has no urgent need to shore up its balance sheet or raise new funds. But Mr Trumbull has argued that a more time-sensitive, commercially-

driven culture could be advantageous for the group - though he has also said no decision would be taken lightly.

Yesterday, the AMP said its board had reviewed preliminary internal studies, and decided to "undertake a comprehensive assessment of the options". Mr Trumbull stressed the group was "not committed to change simply for change's sake" and that no decisions on a long-term course of action had yet been taken.

The AMP task force will be headed

by Mr Trevor Thompson, former general manager of the corporate superannuation division, and is likely to call in a range of external advisers in drawing up its recommendations. It will look at all options open to the group in terms of corporate structure, not just demutualisation.

The AMP, besides being Australia's biggest life office, is one of the country's largest equity market investors. Funds under management at end-1994 were A\$73.7bn (US\$54.5bn).

Lex, Page 20

## Anglo American puts 10,000 mining jobs on the line

By Mark Ashurst in Johannesburg

Anglo American Corporation warned yesterday that some 10,000 mining jobs were at risk unless there were significant improvements in costs and productivity.

Mr Bobby Godsell, chief executive officer of Anglo American's gold and uranium

division, warned that without these improvements, five shafts would be closed before the end of March at Freegold, the most troubled of Anglo's gold mines.

The warning, which comes in the wake of 3,500 redundancies at Freegold late last year, came on the day the company announced an 8 per cent rise in after-tax profits at its gold and

uranium mines. Profits in the three months to December 31 rose to R144.5m (\$39.7m) from R124.1m in the preceding quarter.

Negotiations between organised labour and management are due to resume next week. "It is my realistic hope that this meeting will produce a commitment to make cost and productivity changes - more

shafts, more blasts, more gold - which will extend their lives," said Mr Godsell.

Freegold, the world's biggest gold mine, reported a loss of R5.1m for the past three months after reporting a R12m profit in the previous quarter.

Mr Godsell said the mines had "insured future operations" by returning to the forward sales market. The

hedging covers more than 80 per cent of this year's total gold production of about 220 tonnes.

Capital expenditure for the quarter fell 6.8 per cent to R203.4m from R216.3m. Overall gold production slipped 2 per cent to 56,478kg from 57,512kg, although average revenue rose 1.7 per cent on the previous quarter to R46,273 a kilogram.

● JCI Group gold mines yesterday reported a 3 per cent fall in after-tax profits to R98.5m, compared with R82.3m in the previous quarter. This was due largely to lower yields across the group and higher working costs, which offset a R5m gain in gold revenue, to R223.8m, on the back of higher average gold prices. See World Stock Markets

## Gold Fields losing its glister in the new South Africa

Despite owning two of the richest mines in the world, the group faces problems, writes Philip Gawith

Gold Fields of South Africa, once the jewel of the South African mining industry, is increasingly looking like a prime takeover candidate, ripe for restructuring.

In an interview, Mr Alan Wright, GFS's chairman, made clear that "business as usual" would not be enough to overcome the company's problems. Despite owning two of the richest gold mines in the world, Driefontein and Kloof, GFS is in trouble. Mr Wright concedes the group's flagship mines are less profitable than they should be, its venture into platinum has proved embarrassing, and the company's paternalistic ethos appears at odds with modern South Africa.

Nevertheless, the barriers to rationalisation are immense. South Africa's ownership structures tend to be complicated, but even in the country's incestuous corporate world, Gold Fields represents the ultimate Gordian knot. It has been the scene of some of the most bitter clashes in the country's financial history, and the three post-war giants of South African business - Mr. Gary Oppenheimer, Mr. Anton Rupert, and Mr. Donald Gordon - have each been involved.

Mr Oppenheimer spent nine years trying to gain control of Consolidated Gold Fields (then parent of GFS), starting with a "dawn raid" in February 1980 and culminating in an acrimonious, and unsuccessful, bid by Minoro, Anglo's offshore associate. In 1989, he wanted to gain control of Gold Fields, which was 46 per cent held by ConsGold, to keep it out of the hands of rival mining house General Mining (forerunner of Gencor), thus perpetuating



Digging deep: GFS must make greater efforts to find new ore resources

Photo: Gary Davis

Anglo's dominant status in the local gold industry.

Soon after Minoro's failed bid, ConsGold fell into the hands of Lord Hanson, who promptly sold GFS.

The result is a complicated share structure through which GFS is controlled by a company called GFS Holdings. This, in turn, is owned 40 per cent by the Rembrandt Group (the Rupert family), 40 per cent by Asteroid (in effect, Gold Fields' incumbent management) and 20 per cent by Liberty Life (Mr Gordon). Anglo American and its associates, meanwhile, hold a 25.8 per cent direct stake in GFS.

Even this does not do full justice to the complexities of the situation. Anglo, despite its large stake, does not have a seat on the board - a legacy of past hostilities. Mr Gordon and the Ruperts family, meanwhile, fell out badly over this deal, having previously been close business partners.

Only Rembrandt is in a position to do anything about the situation. Asteroid lacks the incentive to effect reform, while Liberty and Anglo lack the power.

But change may not be far off. The recent merger of Rembrandt's tobacco interests with those of Richmond, the offshore company controlled by the Rupert family, may herald a wider restructuring of the Rembrandt group. Mr Anton Rupert has said that a company needs a "locomotive" to drive profits. In Rembrandt's case this was tobacco. But with that locomotive decoupled, a new strategy will be required.

A changing of the guard at GFS may also herald further developments.

Last October, Mr Robin Plumbidge was replaced, after 15 years as GFS's chairman, by Mr Wright. Mr Plumbidge fought fiercely to maintain Gold Fields' independence, to

the point where critics claimed the company had become a personal fiefdom. A new face could help break the logjam.

A third agent for change is that GFS's profits from gold are under unprecedented pressure.

Finally, Gold Fields is seen as having a management style that blends authoritarianism and paternalism in a way unsuited to the "new South Africa". Political and investor pressure on this front could also act as a spur.

Mr Wright says he has two main objectives. First, he must rationalise the South African gold interests so they can be mined more profitably. Second, he must make greater efforts to find new ore resources.

The flagship gold mines of Kloof and Driefontein continue to make profits, but Mr Wright concedes these are "only half what they should be, and all mines are running below design capacity". He blames

this on the country's political upheaval. Although some believe GFS's hardline anti-union policy has made it the victim of industrial sabotage.

The problem is that the main challenge facing the gold mining industry is in industrial relations - an area in which GFS lags well behind many of its competitors.

Another important challenge is to improve investor relations. Mr Wright is candid: "I have absolutely no doubt that we are on the lowest rung on the ladder they can put us on." It must be doubtful, though, whether Mr Wright and other senior managers, steeped in the Gold Fields culture, have the ability to make the sort of far-reaching change that the investment community is demanding.

Mr Wright concedes that "Gold Fields basically has not grown for years now". He attributes this in part to the flat gold price, and an inability to believe that it would not turn the corner. Also, unlike some of its competitors, Gold Fields has no significant industrial investments to cushion the impact of soft gold prices.

Nevertheless, Mr Wright has high hopes that the Tarkwa gold project in Ghana will provide significant profits. Mr Michael Coulson, analyst at Nedcor Securities in London, believes it has the potential to provide income "not a long way short" of the R100m (287.4m) the Kloof mine contributed to GFS in 1995.

Mr Wright is also hopeful he will achieve a turnaround at Northern, which is now running at a break-even level. "Maybe we won't be able to, but I would still dearly love to prove them [the analysts] wrong."

He also believes Rembrandt, Liberty and GFS are partners, and would obviously like the status quo to continue. But he concedes a bid is a possibility. "Everything eventually has its price, but I think we would be looking at an enormous premium to break the partnership."

Of the local mining houses, he makes clear he believes JCI (whose gold division has been put up for sale by parent Anglo American) would provide the closest cultural fit, but says Gold Fields has not looked seriously at this option.

This is partly because such a deal could well give Anglo total control of GFS (which GFS has resisted for years), but also because Anglo has made clear JCI's sale will be an "affirmative action" one, which seeks to advance black business interests.

Mr Wright says Gold Fields has looked at doing a deal with Gencor (Rembrandt has a 13.7 per cent stake, and analysts have often floated the prospect of it rationalising its mining investments in GFS and Gencor) but he believes the corporate cultures are different. GFS's growth has been largely organic, while Gencor, especially under Mr Brian Gilbertson, the current chairman, has become more acquisitive.

He concedes poor performance has, "from time to time", placed the partnership under stress. "Maybe the important thing is we appear to have overcome it," he adds. A significant rally in the gold price could ride to the rescue - the recent spike has helped GFS's share price - but the more likely scenario is that investors will have to exercise patience and watch for the Ruperts' plan to unfold.

### NEWS DIGEST

## Strong demand for Moroccan issue

The Moroccan government has raised Dh1.76bn (\$207m) in an oversubscribed issue of privatisation bonds, the ministry of privatisation announced yesterday. The three-year state guaranteed bonds, issued for the first time in Morocco, entitle holders to convert the bonds into shares in forthcoming privatisations on the stock exchange, at which time the yield will be calculated at 8 per cent, or hold them to maturity for an 8.5 per cent yield.

The bonds allow the government to book in revenue from privatisation before the sales take place, and will put pressure on government officials to accelerate the privatisation programme. The ministry of privatisation had originally planned to issue Dh1.5bn worth of bonds but increased the size of the issue in the face of more than Dh1.9bn in demand.

Individuals bought 85 per cent of the issue while mutual funds and other institutions picked up the rest. Moroccan living abroad, who were exempt from withholding tax, were among the most enthusiastic buyers of the bonds, accounting for 25 per cent of the total.

Air Abderrahmane Saadi, the minister of privatisation, has said he intends to issue an international tranche to be sold by Morgan Stanley, Nourine and Paribas. However, he has yet to secure the consent of the ministry of finance, which sees the privatisation bonds as competing against Treasury bills.

Bondholders were yesterday given a first taste of what they may soon be able to convert their shares into. The ministry said Samir, the country's largest oil refinery with an 82 per cent share of the fuel oil market, would be privatised through the stock exchange on March 4.

Rosita Khalaf

## Mayne Nickless units for sale

Mayne Nickless, the Australian transportation, security and healthcare group, said yesterday it was putting its UK-based armoured car division, which trades under the Security Express and Armaguard (UK) names, up for sale.

The business, known as UNAC, employs around 2,800 people and had turnover in the year to end-June of about A\$140m (US\$103.7m). It delivers and collects cash from banks and other financial institutions, and also services automatic teller machines.

Mayne's decision to sell the business comes as no surprise, given that it has been steadily winding down its security interests outside Australia. It has already sold its interest in a Belgium-based security business, its Spanish security operations and its UK-based electronic security unit. It also sold its general security businesses in North America to Rentokil of the UK for A\$70m last August. Nikki Tait, Sydney

## Thailand bank deal approved

Directors of Thai Danu Bank, Thailand's 12th largest bank, yesterday approved the purchase of 20 per cent of the bank by Finance One, the country's largest finance company for approximately \$158m.

While not an outright merger, the \$3.1bn in combined assets of the two institutions make what will be the seventh largest bank in Thailand, Finance One, led by Mr Pin Chakapahak, will be given two seats on the bank's five-member executive committee. Mr Pin has been actively pursuing a major stake in a Thai commercial bank for more than a year.

Thai Danu Bank will issue 30m new shares, 24.2m of which will be purchased by Finance One at B\$140 (\$5.64) each. The remaining 5.8m shares will be offered to leading Thai Danu shareholders at the same price, thus allowing them to maintain majority control of the bank.

The purchase is subject to regulatory approval but both the finance ministry and the Bank of Thailand, the country's central bank, have said they will give the venture the go-ahead.

Thai officials are eager to promote financial mergers ahead of increased domestic and foreign competition in the country's central bank. Ted Bardacke, Bangkok

## Sony invests in Jackson venture

Sony Music Entertainment (Japan) said yesterday it would invest \$4.8m in Sony/ATV Music Publishing, a joint venture by Sony Corp's US unit and singer Michael Jackson. Sony Music said the impact of the investment on its parent and group earnings would be small for the time being.

Sony Music is 71 per cent owned by Sony Corp; Sony/ATV is a music publishing company which owns copyright and publishing rights of many pieces of music, including Beatles' songs.

Sony Music said it was planning to invest more in the Sony/ATV venture in the future, but it did not elaborate.

Agencies, Tokyo

### passenger transport board

#### ADVANCE NOTICE OF REQUEST FOR TENDERS FOR ADELAIDE METROPOLITAN PASSENGER TRANSPORT SERVICES

South Australia's Passenger Transport Board (PTB) is about to invite tenders for the provision of bus services in three areas of metropolitan Adelaide. These service parcels are part of an integrated metropolitan transport system comprising bus, train and tram services.

The PTB is responsible for planning, funding, regulating and coordinating all land-based passenger transport in South Australia. The PTB is seeking innovation in the delivery of public transport services, increased patronage and reduced operating costs. Three service parcels have recently been contracted out and over the next two years two more will be released for tender.

Depot, plant and buses are available for lease for the duration of the contracts from the South Australian Department of Transport.

Tender documents for the next three parcels will be available from the Passenger Transport Board.

For further information please contact Ralph Mouw, telephone +61 8 303 0888 telex +61 8 303 0888.

Passenger Transport Board GPO Box 1998, Adelaide SA 5001.

U.S. \$300,000,000



### Crédit Lyonnais

Subordinated Floating Rate Notes Due 2000

Interest Rate 5.50% per annum  
Interest Period 19th January 1996  
19th July 1996

Interest Amount per U.S. \$10,000 Note due 19th July 1996 U.S. \$278.06

CS FIRST BOSTON Agent

### JCI Limited

Registration number 66/00088/00



#### Western Areas Gold Mining Company Limited

Registration number 26/0009/00

(Both companies mentioned are incorporated in the Republic of South Africa)

#### FUNDING PROGRAMME FOR THE SOUTH DEEP PROJECT

The plan presented to shareholders at the time of the merger of Western Areas and South Deep Exploration Company Limited for the exploration of the South Deep ore reserve indicated an expected total external funding requirement of R1.1bn in July 1994 money terms based on a constant real gold price assumption of R44 000 per kilogram.

The alternatives considered for this funding requirement included rights issues, gold loans, hedging and capitalisation awards in lieu of dividends.

Shareholders are advised that this external funding programme has been secured as follows:

- a rights offer of R510m which occurred in June 1995
- capitalisation awards to shareholders with options to elect shares instead of cash dividends, (two awards have been made to date)
- a financial transaction as outlined below.

This financial transaction comprises the forward sale of 100% of planned gold production of 7.3 million ounces of gold over 86 years until March 2004.

Through the purchase of rand-gold call options for 4.0 million ounces, participation in rising rand gold prices on 59% of production is achieved leaving an effective commitment to deliver 3.3 million ounces.

In addition, 45% of planned revenue is protected against the weakening of the rand against the dollar through the purchase of rand-dollar call options.

The financial transaction provides for a cash payment of some R450m in current money to substantially fund the purchase of the call options, with the balance being funded by foregoing a portion of the value inherent in the forward sale curve.

The table below provides the key elements of the financial transaction.

Financial year ending 30 June	Average forward gold price R/kg	Average strike price of rand-gold call options R/kg	Average strike price of rand-dollar call options R/\$
1996	47 000	47 000	-
1997	51 500	51 500	-
1998	59 000	59 000	5.66
1999	81 000	81 000	6.60
2000	94 000	94 000	7.42
2001	74 500	82 500	8.35
2002	75 500	85 500	9.39
2003	76 500	88 500	10.57
9 months ending March 2004	79 000	91 000	11.71

As a consequence of this funding programme, and subject to the mine plan of Western Areas being achieved, the company is not expected to require any further external funding for the South Deep project during the period ending March 2004.

Johannesburg 19 January 1996

This announcement appears as a matter of record only.



ALPHATEC ELECTRONICS PLC

Thailand

US\$ 40,000,000

TERM LOAN FACILITY

Arranger and Agent

ING BANK THAILAND, BANGKOK (BIBF) BRANCH

Co-Arranger

ING BANK THAILAND, EASTERN SEABOARD (PIBF) BRANCH

Lead Managers

ARAB BANKING CORPORATION (B.S.C.), SINGAPORE BRANCH  
CREDIT LYONNAIS, SINGAPORE BRANCH  
DRESNER BANK AG (PIBF) BRANCH  
THE HONGKONG AND SHANGHAI BANKING CORPORATION LIMITED,  
BANGKOK INTERNATIONAL BANKING FACILITY

Managers

BANK OF CHINA, BANGKOK INTERNATIONAL BANKING FACILITY  
CHIAO TUNG BANK CO. LTD., SINGAPORE BRANCH  
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KOREA EXCHANGE BANK,  
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ING BANK

November 1995



## COMPANY NEWS: UK

Founder set to realise £40m from UniChem's £544m takeover offer

## Lloyds Chemists agreed bid

By Peggy Hollinger

The chairman of Lloyds Chemists, Mr Allen Lloyd, is set to realise £40m from UniChem's £544m (£833m) takeover of the pharmacy chain he founded. The agreed bid by the pharmaceutical wholesaler and retailer was announced yesterday.

Mr Lloyd stands to make £38m from the purchase of his 7.5 per cent stake. As outgoing chairman, he is also eligible for a further pay-off of about £2m to cover his two-year contract and associated benefits.

Mr Lloyd, a qualified pharmacist, is bowing out after 20 years of building up Britain's second largest pharmacy chain with 924 outlets. Family illness and a fraught relationship with investors are believed to be behind his decision to sell.

UniChem has been courting Mr Lloyd since March, when Lloyds stunned the City with provisions to cover losses and closures in its drugstore side.

UniChem is offering 230p in cash and four new shares for every three of Lloyds. This values Lloyds shares at 42p,



Jeff Harris, left, and Geoff Cooper, finance director, creating a group with a turnover of £2.5m

against last night's close of 301p, up 35p. It is also offering 28.8p cash and 0.8603 UniChem shares for every Lloyds preference share. There is a partial cash alternative of 60p in cash and 2.327 new UniChem shares for every three of Lloyds, and 129.03p in cash plus 0.501 shares for every preference share.

Mr Jeff Harris, UniChem

chief executive, said the combination of the two groups would create "one of Europe's strongest healthcare companies" with turnover of about £2.5bn. With more than 1,500 pharmacies, the enlarged group could expand in areas such as own-label products, he said. Margins would also benefit from enhanced buying power. The market marked Uni-

Chem's shares up 19 1/2p to 258 1/2p.

The Office of Fair Trading yesterday began investigating whether the deal should be referred to the Monopolies and Mergers Commission. The merged group will control almost 40 per cent of the drugs wholesale market, but just 11 per cent of the retail pharmacy market.

## Heron looking to make large acquisitions

By Simon London  
Property Correspondent

Heron, the private property and trading group rescued by a group of US investors in 1994, is back on the acquisition trail and looking for deals valued at hundreds of millions of pounds. Mr Gerald Ronson, the company's founder and chief executive, said that Heron was looking to buy a trading business outside the property sector as well as expand its property interest in the UK.

The company is also planning to make significant property acquisitions in continental Europe, possibly through joint ventures with financial institutions. It hopes to form partnerships with French and Spanish financial institutions to manage their distressed property assets.

"We are looking for very large transactions," said Mr Ronson in a rare interview. "We are not interested in deals of £10m or £20m but many hundreds of millions. No transaction is too big if it is priced right."

In the 1970s and 1980s, Mr Ronson built Heron into the UK's second largest private company, with interests ranging across commercial property, financial services, house-building, petrol retailing and vehicle distribution.

The company ran into financial difficulties in the early 1990s, shortly after Mr Ronson had served a six month prison sentence for his part in the share support operation which was at the centre of the Guinness affair.

Most of Heron's trading businesses were sold before the company was rescued by an investor group including Mr Rupert Murdoch, the media tycoon, and Mr Craig McCaw, the telecommunications billionaire. Mr Ronson, whose family once owned all of Heron, started as chief executive on a salary of £500,000.

Although Heron's net worth has dwindled to about £300m, Mr Ronson said that the company's shareholders were prepared to inject significant additional equity to finance acquisitions.

## LEX COMMENT Interest rates

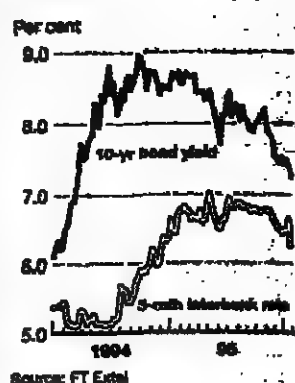
On its own, yesterday's quarter-point cut in UK interest rates hardly constitutes reckless abandon. But the Bank of England's deafening silence speaks volumes. The markets can hardly be blamed for drawing the obvious conclusion: politics, not economics, is guiding monetary policy. The economic case for the cut is at best doubtful. Certainly the economy has slowed, but rate cuts are unlikely to do much to help. Exports, the biggest worry, need further rate cuts in Germany and France, not Britain. And with rates already low, further UK cuts are unlikely to do much to boost investment or the housing market. What might benefit is consumer spending. But as yesterday's respectable retail sales figures confirm, that is already growing healthily.

Of course, despite yesterday's inching upwards, underlying inflation remains low. And even if, as the markets expect, the chancellor cuts rates by a further half-point before the summer, it is not going to generate a 1980s-style boom, which is why the gilts market and sterling have taken yesterday's cut in their stride.

So why worry? The answer is that it is at precisely this point in the cycle - when growth is slowing and inflation seems tamed - that big mistakes are made. And as the government knows to its cost, it is no mean feat to bring inflation down once it has climbed.

If investors want to test the government's anti-inflation rhetoric, the question they should ask is: would the Bundesbank have cut? The answer is all too clear.

### UK interest rates



### RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends (p)	Total for year	Total for year
Albion	25.7	(25.6)	0.590	(0.624)	17.31	(13.5)	1.1	3.2
Brooks Text	19	(16.2)	0.41	(0.207)	1.1	(0.8)	0.2	0.1
Greenwich Resources	0.04855	(0.109)	0.214	(0.185)	0.21	(0.21)	-	-
Ballantyne	65.4	(61.5)	3.81	(2.71)	5.36	(3.72)	0.8	2.5
MT & South	57.4	(75.4)	8.33	(4.75)	10.78	(8.4)	4.1	6.2
Magnesium Power S	0.339	(0.03)	1.371	(1.21)	3.071	(3.32)	-	-
McKays Securities	4.33	(4.8)	1.4	(1.48)	3.9	(4.1)	2.1	5.2
Northcliffe Tech	20.1	(19.9)	0.881	(1.08)	2.881	(3.2)	0.85	1.7
Prudential Land	20.1	(19.9)	1.94	(0.47)	0.611	(0.25)	-	-
Telecommunications	20.1	(19.9)	7.14	(2.08)	34.1	(8.4)	1.5	3
Vega	7.28	(5.71)	1.27	(1.02)	5.0	(4.75)	1.75	4.2
Investment Trusts	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Aberforth Smaller	214.4	(177.3)	2.53	(2.42)	5.2	(4.25)	3	5.1
Brunner	294.04	(234.23)	4.02	(3.75)	5.28	(5.85)	3.2	5.9
City of Oxford	83.52	(90.18)	2.87	(1.48)	8.82	(4.45)	2.98	5.2
General House	83.52	(90.18)	2.87	(1.48)	8.82	(4.45)	2.98	5.2

Figures shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. Operating income. 10c increased capital. 1/4th currency. 5/8th stock. 1/4th comparative related. 1/3rd interim; unless 3.5p (3.5p) to date. \*\*Third interim; unless 3.5p (3.5p) to date.

## US sales decline for Laura Ashley

By Neil Buckley

Laura Ashley, the clothing and furnishings group, yesterday became the second UK retailer in two days to report a heavy sales fall in the US - although UK and continental European growth was encouraging.

In the eight weeks to Christmas, group like-for-like sales (excluding store openings and closures) grew by 4.8 per cent. UK and Ireland sales rose 12.3 per cent on a like-for-like basis, with continental

European sales up 7.1 per cent. North America sales, however, fell 7.7 per cent. For the 24 weeks from July 30, group like-for-like sales increased 1.7 per cent.

Sales in the UK and Ireland were ahead by 3.7 per cent and continental Europe by 4.5 per cent. North America was down 5.7 per cent.

Ms Ann Iverson, chief executive, said conditions in the US were tough, with competitors such as The Gap, Ann Taylor, The Limited and Talbots reporting very mixed performances.

But she admitted mistakes had been made. "North America was driven by a very poor performance in garments," she said. "They were selected incorrectly, the product was not well planned."

Ms Iverson plans to increase the overlap between the North American and UK continental European range - with the latter performing strongly. She is also reviewing the supply chain, distribution and manufacturing - determining the future of the company's own factories - as well as of the US store portfolio.

## Granada hopes to find single buyer for Exclusive and Meridien hotels

By David Blackwell/Scheherazade Daneshkhu

Granada, which is waging a hostile £2.9bn bid for Forte, hopes to sell most of Forte's 108 up-market Exclusive and Meridien hotels to a single buyer.

Exclusive and Meridien have a book value of £1.62bn and such a sale would be one of the largest single transactions in

the international hotels market. It would also be the most tax-efficient way of completing such a large disposal.

It is understood that Granada would hope to make the sale within six months of acquiring Forte, the UK's largest hotels company.

However, one leading hotel consultant said last night that while many companies might be interested in buying parts

of the businesses, he doubted whether a single purchaser would be prepared to buy such a large and varied portfolio.

Granada's bid for Forte, which reaches its final closing date next Tuesday, is highly leveraged and the sale of the hotels would quickly reduce the company's initial high level of gearing.

Both groups will today meet their biggest single shareholder - Mercury Asset

Management - in a last ditch attempt to win support. Many observers believe MAM will back Granada.

Shares in Granada rose above 700p yesterday, before retreating to close up 5p at 685p - just 1p below the level before the bid was announced last November.

Forte shares, which were heavily traded yesterday, closed up 4p at 381 1/2p. At this level buyers who believe that Forte will

lose the battle and are preparing to accept Granada paper are effectively paying 673p a share for Granada.

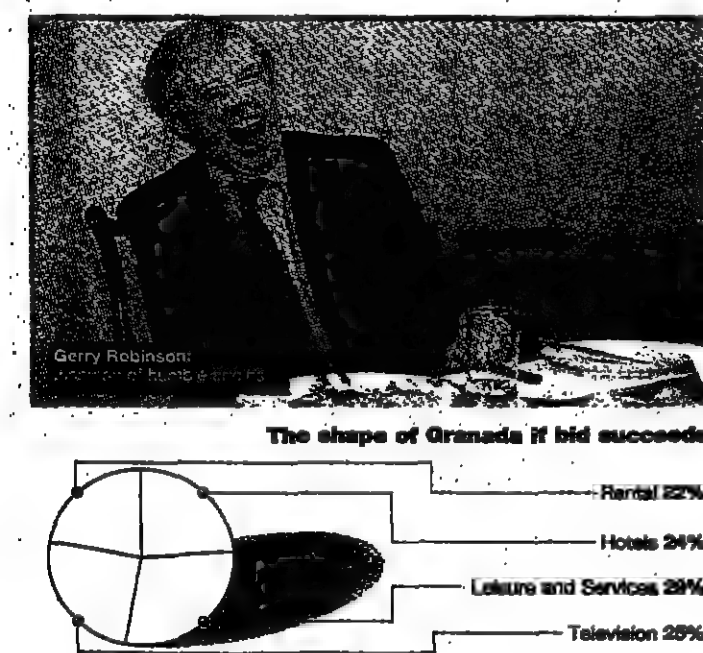
The Savoy hotel group, in which Forte has a 68 per cent holding, closed up 3p at £11.50 after rising 100p on Wednesday. Analysts said the rise has been prompted by speculation that Granada had found a buyer for the stake.

Over the past week Forte has ques-

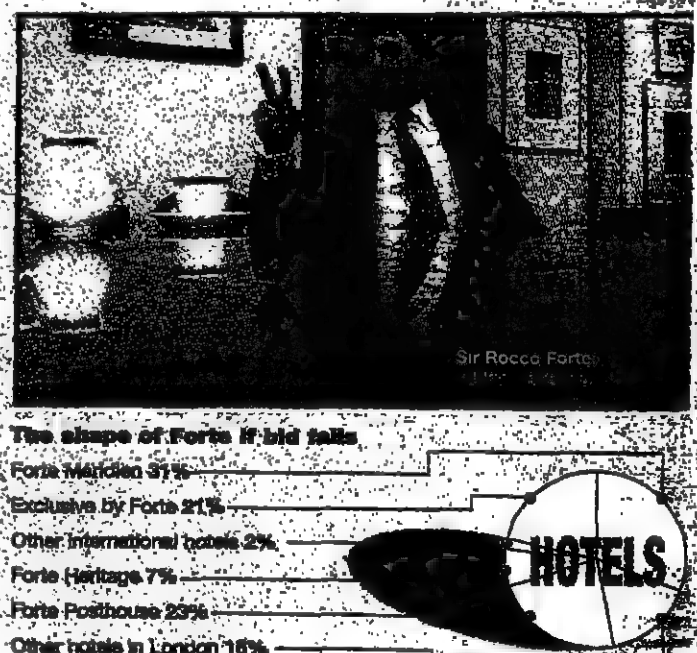
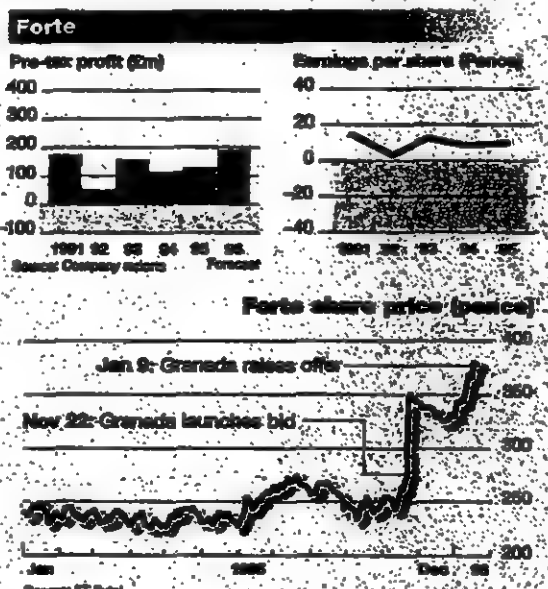
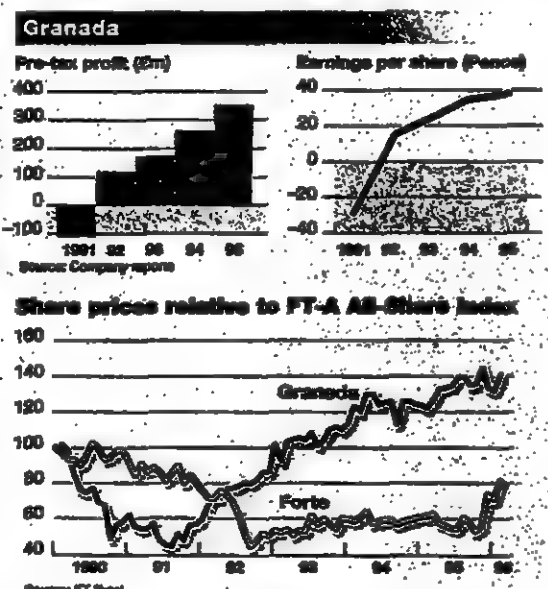
tioned Granada's claim that it would not pay any tax on the gain arising from its proposed sale of Forte assets. Forte estimates the tax bill at £1.2bn, for gearing of 68 per cent, provided Granada disposes of all hotel assets.

However, Granada believes the disposals would not lead to a gain if the hotels were sold in the form of Forte plc.

After MAM, Granada is the biggest shareholder in Forte with 9.98 per cent of the company.



### How the protagonists compare



## Gerry v Rocco: the final countdown

As decision day approaches three factors are thought likely to be uppermost in the minds of investors

It is decision time for shareholders in Forte. The most colourful and hard-fought takeover battle in Britain this decade reaches a climax next Tuesday, when Granada Group will discover whether it has triumphed or failed in its £2.9bn bid for the hotels group.

Over the next few days, amid a flurry of last-minute City presentations by both companies, investors in Forte will be deciding which chief executive to support.

Mr Gerry Robinson, a fast-talking Irishman of humble origins with an infectious laugh, who has overseen a sharp rise in profits and share price since he became chief executive of Granada in 1991, or Sir Rocco Forte, the only son of Lord Forte, who founded the company by opening a milk bar on London's Upper Regent Street in 1935. Forte's profits record and share price have been lacklustre over the past five years.

This contrast between the two men, and their company's fortunes, appeared to make Forte a relatively easy target when Granada launched its bid on November 22.

But Forte and its investment banking advisory team fought back with a surprisingly powerful defence campaign. This involved the quick sale of businesses accounting for almost half total turnover: a programme to buy back 30 per cent of its share capital and distribute to shareholders its 68 per cent stake in the Savoy hotel; a promise of sharply increased profits and divi-

dends; and some strong criticism of Mr Robinson's management style and strategy.

However, Granada regained the upper hand with an increased offer and a smooth presentation of its plans to investors and City analysts. It then entered the market this week to buy nearly 10 per cent of Forte's stock, while straw polls suggested it would get sizeable support from some large City shareholders.

Forte's largest shareholder, Mercury Asset Management, with about 15 per cent of the equity, has not shown its hand. But it has been an enthusiastic supporter of Mr Robinson in the past and its vote, coupled with Granada's own stake, would carry him a long way towards victory.

However, the battle is far from over. The Forte family and directors speak for 8 per cent of the shares, and private investors, who tend to stick with management, have a further 15 per cent. As investors weigh up their decision over the next few days, three factors are likely to be uppermost in their minds:

● Has Granada offered enough?  
It is a solid offer, but not necessarily a knock-out. The cash offer is 32 per cent above Forte's share price immediately before the bid was launched and represents 25

times forecast earnings this year, or 31 times the earnings of the stripped-down hotels group Forte plans to become.

The terms are four Granada shares and £23.25 in cash for every 15 Forte shares, plus an additional 70p, which can be taken in cash or in the form of a special dividend of 47p a share from Forte. Tax exempt shareholders would be entitled to a tax credit worth an additional 11.75p a share. There is a cash alternative of 38p. Granada's shares have risen strongly this week - unusually for a company which looks like winning a bid - and last night its cash and shares offer was worth 387.5p a share.

● How would shares in an independent Forte fare?

Granada's strongest weapon has been Forte's poor profits and share price performance in recent years. "We've held Forte for a long time because we regarded it as a surrogate property play," said one institution. "But we wouldn't dissent from the City view that the company hasn't made its assets sweat and hasn't produced sparkling returns."

However Sir Rocco insists this has been changing, pointing out that the early 1990s were difficult for the hotel industry - a view with which the City has some sympathy. The 1991 Gulf War put a stop to the European travels of

high-spending Americans and coincided with UK recession.

Forte has been a survivor in a turbulent sector which companies such as Rank and Grand Metropolitan have quit, while Queens Moat went to the brink of bankruptcy.

Sir Rocco argues that the company is about to reap the benefits of an upturn in the cycle, and that loyal shareholders will benefit from Forte's plans to turn itself into a "pure" hotels investment.

It is selling all its peripheral businesses, most notably its roadside lodges and restaurants - Little Chef, Happy Eater and Welcome Break - which Whitbread plans to buy for £1.05bn. What will remain is a hotels portfolio ranging from some of the world's most luxurious - often with low margins - to humdrum provincial Posthouses.

It plans to use part of the cash from these disposals to repurchase 20 per cent of its shares, at between 330p and 400p a share, plus 14p a share for tax exempt investors. This could provide a floor to Forte's share price, should the bid fail.

Whatever the intricacies of the debate, the outcome will turn in large measure on investors' views of Sir Rocco. Critics question whether he owes his position more to lineage than managerial strength and ask

why it has taken a bid to force radical restructuring on the company, since he has been chief executive of Forte since 1982. If Granada is defeated, can he be relied on to keep up the pace of change?

Forte argues that Sir Rocco has only had real power since he took over as chairman in 1992 from his father, and since then he has started a wide-spread shake-up, including several large disposals, the 1994 acquisition of the international Meridien hotel chain, and the creation of a new management team, some 70 per cent of which has been appointed in the past three years.

It claims that most of the initiatives unveiled during the bid were already in the pipeline. However, analysts have criticised the company for hanging on to its Savoy stake, despite lack of managerial control, and for the slow pace at which it has rebranded its hotels.

This week, in response to institutional pressure, Sir Rocco agreed to split his role as chairman and chief executive, appointing as non-executive chairman Sir Anthony Tennant, Forte's current deputy chairman. But some institutions expressed disappointment that Sir Rocco himself was not becoming chairman, making way for new blood as chief executive, and called

it a case of "too little, too late."

● How would shares in Granada perform after takeover victory?

The case for taking over Forte rests essentially on Mr Gerry Robinson's strong track record in turning round Granada, a diversified leisure group with interests including contract catering and television programming. Operating profits have almost quadrupled in his four years at the helm. "In terms of managerial abilities he has been spectacularly successful," said one analyst.

This year he will take over the chairmanship of the group, and his long-term associate, the 38-year-old Mr Charles Allen, will step up into the chief executive's post. The two have worked together for more than a dozen years, starting at Grand Metropolitan, and were involved in the £160m management buy-out of Compass, GrandMet's industrial catering arm.

Granada has made two large acquisitions in recent years - Sutcliffe, the contract caterer, bought with some smaller companies for £360m from P&O in March 1993, and London Weekend Television, which succumbed to a hostile £760m bid in February 1994. In both cases, Granada quickly achieved its targets.

At Sutcliffe operating mar-

gins have been doubled in three years to 34 per cent, and profits last year rose by 36 per cent. LWT's first full year with Granada helped to boost television profits by 65 per cent to £140m.

Some analysts believe the trick can be repeated with Forte. However, others question whether Granada, after its initial cost cutting, has demonstrated that it can maintain long term earnings momentum in its acquisitions. And opinion is divided on its proclaimed ability to lift Forte's profits by £10m in the first full year of operations.

The bid, moreover, is not without both risks and controversy. Granada, having initially said it wanted to build up Forte's Meridien chain, did a U-turn in mid-bid and is now planning to sell it as part of £2.1bn of disposals.

The bid will also leave Granada, which has a net worth of £585m, very highly geared. The combined group's pro forma balance sheet, after £65m of goodwill write-offs, would have

net assets of about £1.4bn, against consolidated debt of £3.54bn, producing gearing of 245 per cent.

Mark Finnie, of NatWest Securities, calculates that by next September net assets could rise to £1.8bn, with debt dropping to £1.2bn, for gearing of 68 per cent, provided Granada carried out the hotels disposals at book value.

But there must be a question mark over that assumption. A sharp stock market drop would lower achievable prices, as might the sale of so many properties at one time.

Against that, Granada's large stake in BSkyB is under-valued on its balance sheet, and the company's strong cash flow means that, even without the hotel sales, it reckons its 1998-97 interest payments will be four times covered.

However, there is much academic evidence to show that the main losers in many contested takeovers are the shareholders in the bidding company, whose managements are tempted to overpay in burst of corporate machismo - and overstretch themselves trying to merge the businesses.

Over the next few days it is Mr Robinson's task to convince investors that he has not lost his touch. Sir Rocco has to impress them that Forte really has changed - and will continue to do so, even if the bid fails.

David Blackwell,  
Scheherazade  
Daneshkhu and  
Martin Dickson



# Bargaining with French insolvency law

Eurotunnel may appoint a mediator to negotiate with its creditors, write Robert Rice and Andrew Jack

Eurotunnel, the Anglo-French operator of the Channel tunnel, confirmed yesterday it was thinking of seeking the appointment of a mediator to act as go-between with its creditors. At the same time, UK banks and their lawyers were trying to come to grips with the unique features of French insolvency law.

The pre-insolvency stages of French bankruptcy law involve the possibility of appointing two mediators to negotiate with creditors.

The first step is the appointment of a *mandataire ad hoc* to help in negotiations. His role is not formally defined under the 1985 French bankruptcy law and his powers to help are limited.

If the *mandataire* fails, however, a company's directors, creditors or shareholders can then ask the president of the commercial court to appoint a conciliator to try and negotiate a solution to a financial crisis. Certain conditions must be fulfilled before the president can act. In particular, while the company must not be insolvent, it must be in a position where it is unable to pay its debts through normal channels of financing, and it must be capable of making a financial recovery. Accordingly, the procedure can not be used until a bankruptcy petition is filed. If the mediator reaches a conciliation agreement the parties will be



Building the Channel tunnel - the French entrance is shown above - may yet prove less complex than the financing problems

contractually bound by its terms. In practice however, such agreements prove difficult to implement.

Mr Patrick Ponsolle, Eurotunnel's joint chairman, said he considered that either of the procedures "could be useful", but stressed neither would be advanced until after the group had concluded preliminary discussions with its bankers on a restructuring in early February.

If the company pursues both options and they fail, insolvency proceedings do not follow automatically, but the French *redressement judiciaire*, or court-based reorganisation procedure, is then the only thing standing between the company and liquidation.

The grounds for starting *redressement* are cessation of payments, defined by the 1985 law as the inability of the business to meet its current debts with its liquid assets.

The *redressement* proceedings can be triggered by the company, a creditor, the court, the public prosecutor or the employees. An administrator is appointed together with a creditors' representative, who in practice becomes the liquidator if a reorganisation proves impossible, and the employees are asked to appoint their own representative.

The procedure starts with a six month observation period which can be extended to a maximum 18 months. During this time the business continues to be managed by the

debtor.

Before the end of the observation period the administrator submits a report to the court which then decides if rehabilitation is feasible. Official French statistics show that more than 90 per cent of cases go into final liquidation.

The position in the case of Eurotunnel is further complicated by the structure of the Anglo-French partnership. The two operating subsidiaries of Eurotunnel SA and Eurotunnel plc were granted a concession to operate the tunnel by the British and French governments. The concession is a French law concept unknown in English law.

As it is not possible in law to

have a security on a concession, to safeguard creditors' rights a special procedure was introduced giving the banks the right to substitute their own concessionaires in place of Eurotunnel as a means of enforcing their security.

Given the hurdles faced by Eurotunnel's creditors, the company's hint that it may seek to appoint a *mandataire* was being seen in London yesterday as a bargaining ploy in its discussions with its creditor banks which are owed £8bn.

The company insists there is no question of its becoming insolvent in the period to March 1997 due to the standstill agreement with its banks negotiated last September. However, observers point out

that the standstill agreement allows for the banks to reassess the situation after six months. That deadline is looming and Eurotunnel's hint about invoking pre-insolvency procedures in France could be interpreted as a warning to the banks not to try to back away from the standstill agreement.

The consequences of Eurotunnel's going into *redressement* would be a freeze on enforcement of security, in addition to which creditors in a *redressement* rank a poor third after employees' salaries and court and administrative costs.

Few believe Eurotunnel will go into *redressement*. As one lawyer said: "putting it into insolvency is the least intelligent thing they could do". But there are concerns it may slip into insolvency by default. "The anxiety must be that someone will overplay their hand, either the banks or the company, and it will lurch into an insolvency nightmare."

Others suggested, however, that tough penalties under French law to penalise directors - whether paid or unpaid, executive or non-executive - who are judged responsible for bad management might eventually push Eurotunnel to contemplate *redressement*.

One thing is certain. If Eurotunnel goes into *redressement* in France it would end up in administration in the UK. And that, lawyers say, would be the worst nightmare of all.

# Guinness hit by more charges

By Roderick Oram, Consumer Industries Editor

Shares in Guinness closed down 14½p at 474½p yesterday after the drinks group said it would take a further £30m restructuring charge for 1995 and that profits in Japan had continued to slip.

Analysts downgraded pre-tax profit forecasts by 5 per cent to about £580m after charges. These will now total £64m for the year, up from £25m announced with the interims.

There was disappointment that Guinness had had to embark on another round of cost-cutting at Cruikshank, its Spanish brewing subsidiary. The cuts will account for £25m of the additional charges.

Guinness paid a net £500m for its Spanish operations in two deals in 1990 and 1991. It took a £78m rationalisation charge in 1992 to reduce the number of breweries by three to six. With the latest charge it will close the Malaga brewery and other operations.

Analysts had only expected minimal profits before the charge from Cruikshank, the leading Spanish lager brand, because of depressed beer demand.

With the exception of Japan, trading in spirits, accounting for roughly 75 per cent of Guinness's profits, was in line with comments at the interims in September. In Europe, slumps and profits were down from a year earlier apart from in Spain and the UK.

"We had hoped for a slight improvement since the interims," one analyst said. The Japanese market had continued to deteriorate, however, causing a further £10m drop in profits. Guinness does not disclose operating profits for the country but analysts believe they will be about £25m in 1995, down from a peak of £60m at the end of the 1980s.

The Japanese economy had begun to recover but "cutting and conspicuous consumption in bars is still forward on", one analyst said.

# GrandMet wins round in BW battle

Grand Metropolitan has won a round in its long legal dispute over the sale of its William Hill betting shops to Brent Walker, the leisure group, writes Roderick Oram.

The High Court ruled yesterday that a clause of the 1989 sale agreement should be rectified to state that acquisition accounting be used to calculate Hill's profits. GrandMet believed this was the interpretation both sides had originally agreed.

Brent, which agreed to pay £680m for William Hill, claims that profits should have been calculated on the basis of sustainable profits without elements such as the write-back of acquisition provisions. On that basis, it believes Hill's pre-tax profits for the year to September 1995 fell well short of the £26m warranted by GrandMet.

Brent was disappointed and said it might appeal. The rule

ing only affected part of its claim, however. It believed there would still be a shortfall to be considered by Arthur Andersen, the arbitrator.

It is seeking a £300m reduction in the purchase price, while GrandMet is seeking the final £50m payment Brent withheld, plus interest and costs.

During a hearing last July, Mr George Walker, the former head of Brent Walker, was asked by GrandMet's counsel whether Lord Sheppard, its chairman, had said that the one-off costs of Hill would be acquisition accounted and not charged to profit.

"I would not have known what he was talking about. The deal was done between Sheppard and myself in very plain, clear language," Mr Walker said. He and Lord Sheppard, friends for 15 years and from the same part of London, spoke the same language.

# 'Posturings' heighten tense atmosphere of talks

By Geoff Dyer and William Lewis

Since the project to build the Channel tunnel got under way 10 years ago, negotiations between Eurotunnel and its financial backers have always been strictly for those with strong nerves. But the background manoeuvres have become so frenzied during the past month that even the most level-headed and experienced negotiator must be feeling the pressure.

It emerged yesterday that Eurotunnel's banks could withdraw from the current standstill agreement in March if 65 per cent of them (voting by value of loans) decided to do so.

The standstill began in September when Eurotunnel invoked a clause in its agreements which allowed it to

suspend interest payments on £8bn of debt for up to 18 months, while it attempted to restructure its finances.

It was widely known that the four agent banks had to report to the rest of the 225-strong syndicate by March 14 to extend the standstill period for another year.

However, the possibility that a new financial crisis could develop over the next two months explains why the atmosphere surrounding the negotiations has become increasingly tense.

Bankers insisted that the March deadline was behind the revelation that Eurotunnel was considering asking a French court to appoint a mediator - a *mandataire ad hoc* - to handle its negotiations with the banks.

"It sounds like the English co-chairman [Sir Alastair Morton] is playing his usual games," said one banker. "They are trying to increase the pressure on us," said another.

Another said: "Trying to decipher what Eurotunnel is up to is like trying to work out what goes on in the Vatican."

The company's advisers suggested that the French court move represented "a flexing of its muscles" ahead of the looming deadline. "The company is showing its banks that it can take steps in France which may not be to the banks' liking," one adviser said. Under French insolvency rules creditor banks carry a lower level of priority than under UK company law.

A consultant to the company said: "This is game theory with high stakes. Let's hope neither side takes these posturings too seriously and ends up in a stalemate."

Eurotunnel stressed that it was keen to conclude the negotiations. "We would like to bring things to an end promptly, but the banks are not going as quickly as we would like them to." The message it had been receiving from its banks was to "slow down".

Eurotunnel said that, if appointed, the *mandataire's* job would be to "open up discussion with a view to finding common ground and a settlement". Any appointment would probably not take place until February. Several bankers denied that they

had been informed about a KPMG report warning that it was in danger of becoming technically insolvent. KPMG and Price Waterhouse are the company's joint auditors in France.

"The report is news to me," said one banker at a Japanese institution. A UK banker said: "We have heard very little from the company or the agent banks since the standstill began. We had certainly not heard of the accountants' report."

Eurotunnel insisted that "the banks had been alerted to these processes". It had not been able, under French law, to give shareholders details of the auditors' report. The annual meeting in June was the earliest time the company was allowed to give details.

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Notice is hereby given that the Rate of Interest has been fixed at 5.5375% p.a. and that the Interest payable for the current Interest Period 19th January, 1996 to 19th July, 1996 on the relevant Interest Payment Date 19th July, 1996 in respect of U.S.\$125,000,000 nominal of the notes will be U.S.\$279.95.

Agent Bank  
**Bank of America International Limited**  
19th January, 1996.

**SUN LIFE GLOBAL PORTFOLIO (SICAV)**

Registered Office: 14, rue d'Aldringen, Luxembourg  
R.C. Luxembourg B27526

**DIVIDEND ANNOUNCEMENT**

The Board of Directors announces that a dividend has been declared on Haven Portfolio at the rate of 1.11 pence per share which will be paid on 4th February 1996 to the respective Shareholders of that portfolio as recorded at the close of business on 29th December 1995.

The Board of Directors 29th December 1995

The Financial Times plans to publish a Survey on

**European Stockmarkets**

on Thursday, February 15.

On 2nd January, new EU legislation governing the remote trading of stocks between European countries was introduced. The Financial Times will raise the many issues and choices facing the Exchanges and securities houses dealing cross-border within Europe, as well as the role to be played by information providers in this new and more competitive environment.

If you would like to know in more detail what subjects will be covered, a full editorial synopsis and advertising costs are available from:

**Alan Cunningham**  
Tel: (0171) 873 3206 Fax: (0171) 873 4296

**FT Surveys**







## COMMODITIES AND AGRICULTURE

## De Beers says \$1bn loan to Russia has been repaid

By Kenneth Gooding, Mining Correspondent

Russia has completed repayment of the US\$1bn it was loaned by De Beers five years ago, the South African group said yesterday.

De Beers also revealed that negotiations with Russia about "future co-operation" were going well but they needed more time. The present contract between Russia and the rough (uncut) diamond cartel organised by De Beers Central Selling Organisation had therefore been extended to March 1. More talks would take place in Moscow in February.

The present contract, worth at least \$1m a year to Russia, gives the CSO responsibility

for 95 per cent of Russia's rough diamond sales. When the deal with the Soviet Union was completed in July 1990, De Beers also advanced a \$1bn loan and part of the Soviet diamond stockpile was shipped to the CSO in London as collateral.

Some of the loan was paid off via sales from the stockpile and the remaining stones have now been returned to Russia, De Beers said yesterday.

Relations between Russia and the South African group have been strained for two years but now seem to be getting better. De Beers claimed that Russia was selling diamonds directly to the west in contravention of its contract with the CSO. Russia wanted

to increase the percentage of its own diamonds it could sell on its own account.

The chances of the world's two biggest diamond producers falling out and possibly starting a price war has made the market very nervous. Analysts suggest the two will patch together some agreement but not necessarily another five-year contract.

De Beers' statement yesterday carefully avoided using the word "contract" but instead mentioned "future co-operation" and "closer co-operation". The statement said negotiations this week were "conducted in a positive and constructive manner and further useful progress was made".

## Food security to rise on political agenda

Grain stocks are the lowest for 20 years and prices are at long-time highs, writes Geoff Tansey

With world grain stocks at their lowest level for 20 years, and cereal prices rising, food security is set to move up the political agenda.

Agriculture had borne the brunt of aid cuts over the past decade, warned Dr Jacques Diouf, director general of the UN Food and Agriculture Organisation speaking in London earlier this week. "Calculated in constant 1990 dollars, assistance fell from \$16bn in 1981-83 to \$11bn in 1991-93."

He was speaking at a meeting with Christian Aid to launch "Without Waiting", a report on food security written by three European non-governmental organisations (NGOs) and jointly edited with FAO.

Low-income food-deficit countries (LIFDCs) would not be able to go to the world market and buy sufficient food if prices rose, warned Dr Diouf. The price of rice had risen by 45 per cent in a year, and China imported 2m tonnes of rice from Vietnam, he said. Developing countries as a whole imported about \$23bn worth of cereals in 1994 according to the report.

The FAO's "The State of Food and Agriculture 1995" report identified 88 LIFDCs, 31

of which spent a quarter or more of their total export earnings on food in 1993-94. The FAO has launched a special programme on food production in support of food security in these countries. This aims to promote a rapid increase in food production and focuses on

however, argued the authors of "Without Waiting".

"The world produces more than enough grain to meet human needs," Mr Clive Robinson, Head of Christian Aid's Europe and Global team and co-author of the report pointed out. "The problem is that pro-

duction is not evenly distributed. Millions of people are too poor to gain access to the food that is available. . . Only half of world annual production of cereals is eaten by human beings, the rest is used for seed, animal feed or wasted."

He argued that the definition of food security formulated by FAO in preparation for the World Food Summit in November 1996 - that food is available at all times, that all persons have means of access to it, that it is nutritionally adequate in terms of quantity, quality and variety, and that it is acceptable within the given

culture - missed out gender. Gender roles affected who got what food, with women often served last when food was distributed.

Mr Robinson also said that the Uruguay Round of the General Agreement in Trade and Tariffs "failed to grasp the food security interests of developing countries".

The report notes that 50 international companies account for the bulk of food and agricultural trade and argues: "The distortions to fair trade and food security resulting from the power of these [transnational] corporations form a second regulatory challenge still to be addressed."

The FAO would also be monitoring the effects of the Uruguay Round, particularly its impact on developing countries, said Dr Diouf.

The organisation's director-general was credited with opening up the FAO to co-operation with NGOs by Christian Aid's director, Mr Michael Taylor and some others at the meeting, which was attended by 27 different NGOs. The willingness to co-operate represented a considerable shift in FAO's approach to NGOs, according to Mr Jo Feingold of the UK Food Group. In March last year Dr

## MARKET REPORT

## LME nickel prices surge by 5 per cent

NICKEL prices surged by more than 5 per cent on the London Metal Exchange yesterday on active speculative buying throughout the morning session.

Most other base metals moved slightly higher in mainly routine business, traders said.

Three month nickel futures finished the afternoon "lull" trading session at \$3,500 a tonne, up \$430 from Wednesday's last close.

Technical resistance at just below \$3,000 was cleared when one ring dealing member drove prices higher. Stop-loss buying orders were triggered.

Traders said the rise did not reflect physical market conditions.

European stainless steel producers had been conspicuous by their absence from the spot nickel market during the past four to six weeks, industry officials said. Steel stocks at mills were still too high, and production cutbacks, which many

expected to be over by now, could last another two to three months, they added.

"One or two months ago we would have taken place by now, but now it looks like happening in another two months," said one producer.

At the London Bullion Market, gold prices support levels were tested as the new year rally continued to consolidate. The price closed at \$387.75 a troy ounce, down 50 cents.

Brent crude oil prices rose in response to news of a drawdown in US heating oil stocks. The March position on the European physical market was \$17.20 in early evening trading, up 34 cents.

Some dealers said healthy demand for sweeter barrels from European refiners was also helping to support North Sea prices. "There's definitely a sort of underlying strength there," said one.

Compiled from Reuters

## Rain dampens Guatemalan coffee hopes

Guatemalan coffee officials have cut their estimate of exports from the 1995-96 harvest to 2.7m bags (50kg each) from 2.9m following a new assessment of recent rain and frost damage, reports Reuters from Guatemala City.

Mr Julio Arrivillaga, vice-president of the National Coffee Association (Anacafe), said rainfall and frost, to a lesser extent, had caused beans to drop from trees, and encouraged the spread of fungi and leaf rust disease.

The main areas hit were the higher regions where Guatemala's quality had been and strictly hard bean were grown, he said.

"This is a conservative estimate," he added. "I think plantations may be further affected, but it is difficult to measure damage now that the harvest is under way." He said Anacafe specialists had noticed a surge in leaf rust, a virus which causes leaves and later beans, to drop off trees.

## Canadian company ready to help Zambian copper revival

By Kenneth Gooding

Zambia's willingness to accept foreign help to revive its ailing copper industry was demonstrated again yesterday when a minister said a little-known Canadian company was ready to spend between US\$500m and \$1bn to develop the Konkola North project.

This is a separate area from Konkola Deep, which is likely to be developed at the cost of \$600m by a consortium led by Anglo American Corporation of South Africa.

Mr Kall Wabusha, Zambia's minister of mines and minerals development, said African Minerals Corporation, the Canadian company involved, initially

proposed to spend \$200m over four years to produce a feasibility study for Konkola North.

He quoted Mr Joe Kajoso, African Minerals' president, as saying: "Furthermore we are willing and able to arrange complete financing of the capital costs at Konkola North."

Mr Kajoso was formerly vice president for exploration for Diamond Fields Resources, the company behind the discovery of the Voisey's Bay nickel project in Canada, but it was not immediately clear whether there was an association between Diamond Fields and African Minerals.

Mr Wabusha said that Konkola Consolidated Copper Mines (ZCCM) the state-controlled copper producer in Zambia, would not have to make any financial contribution to the project until production of copper and cobalt had begun.

Talks are going on in London this week between Zambian government officials and Anglo American about Konkola Deep which is adjacent to Konkola North. One analyst suggested Anglo and its potential partners including Genor, another South African mining group, the Industrial Finance Corporation, a World Bank offshoot - might not be keen on another company

developing an area that is likely to prove to be part of the same ore body as Konkola Deep.

Anglo has a vested interest in ensuring ZCCM survives because its Zambia Copper Investments subsidiary owns 27.3 per cent of the copper producer.

Since ZCCM was nationalised its copper output has dropped from a peak of 700,000 tonnes in 1989 to only about 300,000 tonnes last year and production from Konkola Deep is urgently needed because the company's other mines are nearing exhaustion.

Inco plans to expand capacity at Sorokoto, Indonesia, by 60 per cent to about 150m lb by 1996 at a cost of US\$500m.

nickel-cobalt property in New Caledonia by the end of the year and continued to work on its Orica Puma nickel project in Brazil, the company said this week, writes Robert Gibbons in Montreal.

Goro could have annual capacity of between 40m and 200m lb in matte, said spokesman Mr Robert Purcell. "We've been present in New Caledonia since 1902, but this is the first time we've considered production - it would be a surface mine. But a go-ahead will depend on world markets."

Inco plans to expand capacity at Sorokoto, Indonesia, by 60 per cent to about 150m lb by 1996 at a cost of US\$500m.

## COMMODITIES PRICES

## BASE METALS

## LONDON METAL EXCHANGE

(Prices from 0900 hours, unless stated otherwise)

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## Precious Metals continued

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## MEAT AND LIVESTOCK

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## CURRENCIES AND MONEY

## MARKETS REPORT

## Pound firm after UK interest rate cut

By Graham Bowley

Sterling held its ground against other European currencies yesterday despite a surprise quarter-point cut in the UK base rate.

It remained firm against the D-Mark but fell back against the dollar as expectations of lower interest rates across Europe again fuelled a strong rally in the US currency.

Elsewhere in Europe, the Bank of France followed the UK by cutting French official rates by a quarter point, which the market had anticipated.

The Dutch central bank also cut its special advances rate. But the Bundesbank council made no change to German interest rates after a sharp fall in the repo rate on Wednesday.

Despite the dollar's gains in Europe, it fell against the Japanese yen after data showed weak economic growth.

The pound closed against the D-Mark at DM2.284 from the previous close of DM2.2415.

Against the dollar, it finished at \$1.5318, from \$1.5305.

Sterling's trade-weighted index closed at 83.0, slightly down from the previous session's finish of 83.2.

Yesterday's unexpected cut in the UK base rate from 8.5 per cent to 8.25 per cent was taken well by the financial markets despite some suspicion that the move was made against the wishes of the Bank of England.

Both short sterling futures and UK government bond, or gilt, futures, rallied sharply, suggesting the move had done little harm to the authorities' credibility or increased the markets' expectation of future inflation.

Analysts said the pound's

weaker tone against the dollar was due more to worries about the government's problems after talk of a "coup" against Mr John Major, the prime minister, than with the interest rate cut.

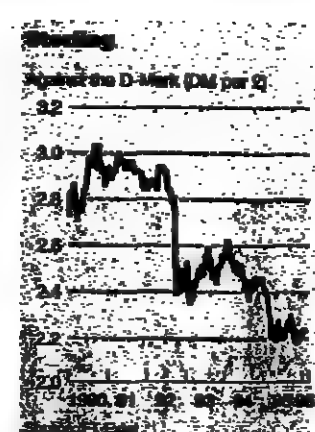
The pound also shrugged off data which showed that inflation rose last month while retail sales showed steady but subdued growth.

The dollar's recent buoyant tone continued yesterday before profit-taking in late European trading erased most of its gains against the D-Mark.

It was supported by another strong rally in the US bond market where the long bond yield moved below 6 per cent.

Mr Hansmann, head of research at IBI International in London, said the rally in US bonds was "driving some international investors back into the US market," which was boosting the currency.

The rally in US bonds came after the series of European



interest rates cuts and after the Philadelphia Federal Reserve Bank showed weak business activity last month.

Mr Hansmann said the weakness of the US economy held out the prospect of another cut in US interest rates but he said there was unlikely to be any policy easing this month.

The view among some analysts in the market is that the

dollar is now set for further gains against European currencies following supportive comments from various European central bank officials.

Financial analysts expect any significant foreign exchange developments to follow from the meeting of G7 finance ministers in Paris tomorrow.

Mr Lee Farridge, currency strategist at NatWest Markets in London, said that the current market pessimism against the D-Mark in favour of the dollar was overdue.

He said: "Although current weakness in the German economy is being seen as a reason to sell D-Marks in favour of higher yielding European currencies, this is likely to be profitable only in the short term and only against selected currencies."

The dollar finished in London at DM1.4665, slightly up on the previous close of DM1.4645. Against the yen, the dollar closed at ¥106.3, down from the

previous finish of ¥105.65.

Optimism about the Italian domestic political situation and the growing expectation of lower German interest rates boosted the Italian lira, which rallied sharply against the D-Mark.

The French franc remained broadly unchanged after the Bank of France cut its intervention rate from 4.5 per cent to 4.25 per cent.

The lira closed at L1.076 against the D-Mark, from L1.061. The franc closed at FF4.422 from FF4.416 against the D-Mark.

The Spanish peseta fell despite a sharp rally in Spanish government bonds. It ended at Ptas4.21 from Ptas4.21.

THE SPANISH PESETA fell despite a sharp rally in Spanish government bonds. It ended at Ptas4.21 from Ptas4.21.

## POUND SPOT FORWARD AGAINST THE POUND

Jan 18	Closing mid-point	Change on day	30 days	90 days	180 days	360 days	Bank of England
Europe	15.7285	-0.0051	178	354	18,781	15,718	15,718
Australia	15.7285	-0.0051	178	354	18,781	15,718	15,718
Canada	15.7285	-0.0051	178	354	18,781	15,718	15,718
Denmark	15.7285	-0.0051	178	354	18,781	15,718	15,718
France	15.7285	-0.0051	178	354	18,781	15,718	15,718
Germany	15.7285	-0.0051	178	354	18,781	15,718	15,718
Italy	15.7285	-0.0051	178	354	18,781	15,718	15,718
Japan	15.7285	-0.0051	178	354	18,781	15,718	15,718
Netherlands	15.7285	-0.0051	178	354	18,781	15,718	15,718
Portugal	15.7285	-0.0051	178	354	18,781	15,718	15,718
Spain	15.7285	-0.0051	178	354	18,781	15,718	15,718
Sweden	15.7285	-0.0051	178	354	18,781	15,718	15,718
Switzerland	15.7285	-0.0051	178	354	18,781	15,718	15,718
UK	15.7285	-0.0051	178	354	18,781	15,718	15,718
USA	15.7285	-0.0051	178	354	18,781	15,718	15,718

## DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Jan 18	Closing mid-point	Change on day	30 days	90 days	180 days	360 days	J.P. Morgan
Europe	10.3562	-0.0038	310	378	10,350	10,310	10,310
Australia	10.3562	-0.0038	310	378	10,350	10,310	10,310
Canada	10.3562	-0.0038	310	378	10,350	10,310	10,310
Denmark	10.3562	-0.0038	310	378	10,350	10,310	10,310
France	10.3562	-0.0038	310	378	10,350	10,310	10,310
Germany	10.3562	-0.0038	310	378	10,350	10,310	10,310
Italy	10.3562	-0.0038	310	378	10,350	10,310	10,310
Japan	10.3562	-0.0038	310	378	10,350	10,310	10,310
Netherlands	10.3562	-0.0038	310	378	10,350	10,310	10,310
Portugal	10.3562	-0.0038	310	378	10,350	10,310	10,310
Spain	10.3562	-0.0038	310	378	10,350	10,310	10,310
Sweden	10.3562	-0.0038	310	378	10,350	10,310	10,310
Switzerland	10.3562	-0.0038	310	378	10,350	10,310	10,310
UK	10.3562	-0.0038	310	378	10,350	10,310	10,310
USA	10.3562	-0.0038	310	378	10,350	10,310	10,310

## CROSS RATES AND DERIVATIVES

## EXCHANGE CROSS RATES

Jan 18	DF	DFY	FF	DM	£	¥	US	OS	Y	£/US
Belgium	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Denmark	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
France	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Germany	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Italy	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Netherlands	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Portugal	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Spain	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Sweden	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Switzerland	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
UK	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Canada	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
Japan	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562
USA	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562	10.3562

## UK INTEREST RATES

## LONDON MONEY RATES

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## UK clearing bank base lending rate 8 1/2 per cent from January 18, 1996

## Up to 1 month 1-3 months 3-6 months 6-12 months

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## BASE LENDING RATES

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## BASE LENDING RATES

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## BASE LENDING RATES

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## BASE LENDING RATES

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## BASE LENDING RATES

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## BASE LENDING RATES

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## BASE LENDING RATES

Jan 18	Overnight	7 days	One month	Three months	Six months	One year
Interbank	8.25	8.25	8.25	8.25	8.25	8.25
Sterling CDs	8.25	8.25	8.25	8.25	8.25	8.25
Treasury bills	8.25	8.25	8.25	8.25	8.25	8.25
Bank bills	8.25	8.25	8.25	8.25	8.25	8.25
Local authority bills	8.25	8.25	8.25	8.25	8.25	8.25
Discount market rates	8.25	8.25	8.25	8.25	8.25	8.25

## BASE LENDING RATES

Adam & Company .....	8.50	Duncan Leathe .....	6.50	Royal Bk of Scotland ..	6.50
Allied Trust Bank .....	6.25	Eastern Bank Limited ....	7.50	Scotch & Fifeclander ..	6.25
AIB Bank .....	6.25	Financial & Gen Bank ..	7.50	Stirling & Wilton Secs ..	6.25
		Financial & Gen Co .....	6.50	TSB .....	6.50

All Open Interest Agts. See for previous day

IS AN INDICATION OF TREASURY OFFERED DURING PERIOD OF 100%



## INVESTMENT TRUSTS - Cont.

**INVESTMENT TRUSTS - Cont.**

	Notes	Price	High
MTN Japanese Sack		077	60
Wanamans		41	60
Wanamans	Per 117	20	120
Wanamans		20	20
Wanamans		2000	2000
Wanamans		129	134
Wanamans		56	57
High Line Transit		851	100
North Georgia TCO		98	107
North Georgia TCO		100	106
North Georgia TCO		117	110
Wanamans		34	37

23	1946-503 and Inst 7	1000	1	1000
4	Warrants	44	1	44
	1946-503 City Tel	00		00

INVESTCO Exp & Int'l	141	141
INVESTCO Ind & Mfg	851	851
Warrants	361	361
INVESTCO Metals	152	152
Warrants	56	56
INVESTCO Japan	271	271
Warrants	168	168
Int'l Warrants 1st	37	37
Warrants	821	821
Int'l Ind & Tech	87	87
Warrants	116	116
Investors Cash Gwth	211	211
Int'l Acc	311	311
Int'l	142	142
Int'l	107	107
Int'l & Comm Int'l Exp	17	17
Warrants	121	121

4	Ivery & Stone D&S	4	2214	104
6	Warranta	5	2214	104

[illegible]

Lowland  
Myotis

Marathon Gas Inc.	47	127
Marathon Petroleum	42	79
Marathon Petroleum	122	123
Marathon Petroleum	29	34
Marathon Petroleum	1071	106
Marathon Petroleum	431	194
Marathon Petroleum	56	55
Marathon Petroleum	280	288
Marathon Petroleum	84	84
Marathon Petroleum	146	146
Marathon Petroleum	82	82
Marathon Petroleum	221	221
Marathon Petroleum	391	418
Marathon Petroleum	84	85
Marathon Petroleum	18	18
Marathon Petroleum	8678	868
Marathon Petroleum	100	100

Moorgate - 1001 1001

[illegible]

Northern Bell  
 Qad Mutual SA  
 10/1/1991

Overseas Inv	132	132	132
Warrants	199	199	199
Private Acctns	143	143	143
Serg # Warrants	48	48	48
Pac Market	82	82	82
Postings Intl	211	211	211
Warrants	152	152	152
Paradea Fresh	152	152	152
Perpetual Japan	83	83	83
Warrants	471	471	471
Perpetual UK Sth Guts	288	288	288
Private Acctns	1118	1118	1118
Pink Inv	143	143	143
Private Acctns	143	143	143
Private Acctns	143	143	143
Private Income	118	118	118
Warrants	118	118	118
Perpetual 80	288	288	288

23 pc Cx Lx 2000

Rockwell	128	0	141
W & M. Smith	128	0	141
Warrants	59	0	63
W. R. Hambrecht	100	0	100
Warren Value	100	+1	100
Warrants	30	0	30
Schwab Asia Pk	111	+2	114
Warrants	32	0	32
Schwab Inc. Grwth	111	0	117
Warrants	34	0	31
Sealed Air Corp	104	-1	103
Warrants	34	0	37
Scholar Inc. (Am)	120	+2	122
Warrants	36	0	40
Scott American	104	+1	107
Scott East	104	0	107
Scottish Inv	202	+1	202
Scott Strategic	112	+3	117
Scott Strategic	112	0	117

Warrant	117	117
Stock Value	117	117
Consideration	117	117

[illegible]

Tompson Eng 104	104	104	104
Tompson Eng 104	104	104	104
Tompson Eng 104	104	104	104

Company	2007	2006	% Chg
Transpore Cove	280	363	-23
Transpore	113	113	0
Transpore	72	72	0
Transpore	138	138	0
Transpore	20	20	0
Transpore	77	77	0
Transpore	184	177	4
Transpore	13	262	-95
Transpore	68	178	-61
Transpore	77	77	0
Transpore	123	123	0
Transpore	27	34	-21
Transpore	133	133	0
Transpore	24	24	0
Transpore	263	218	21
Transpore	54	65	-17

Harvey Milk	2000	+3	241
Wardens	88	+2	120
US Smaller Cos. <i>Ind.</i>	105		778
Microcaps			

ISDC	202	+ 1	17
Undercapital Assets	112	0	117
Value & Inc. Split	125	0	130
Investor Euro Atr	77	0	88
Warrants	28	0	37
Warrant & Value	28	0	35
Warrant Split	68	0	208
Warrant Prop	68	0	21
Warrants	15	0	21
Warrant	201	0	288

Not exact values supplied by Midwest Securities Ltd.  
as a guide only. See guide to London Share Service

## INV TRUSTS SPLIT CAPITAL

Notes	Price	+ of	52 week
Approved by the Inland Revenue			high

Aberforth Spill Inc. (rev)	76	90
Cap	221	230
Line	222	230

August Pfd Inc.	150	107 1/2	571
August Pfd Inc.	150	68 1/2	102 1/2
Zoro Div.	150	185	185
Archamides Inc.	167 1/2	111 1/2	223 1/2
Cap.	41 1/2	43	430
City of Oshawa	2 1/2	33 1/2	3
Western	2 1/2	33 1/2	3
Zoro Div.	115 1/2	116 1/2	116 1/2
Canada-Cycl Inc.	3 1/2	3 1/2	64
Cap.	3	3 1/2	64
Zoro Div.	92	92	189
Danone Inc.	75	75	189
Cap.	150	150	189
Dorcy Inc.	150	150	189
Cap.	338	338	345
Overseas Co. Am. Div.	34	34	145
Midway Div.	160 1/2	160 1/2	145
Edinburgh Income	32 1/2	32 1/2	39
Zoro Div.	15 1/2	15 1/2	7 1/2

Exterior Dual	44	44	44
Inc.	44	44	44
Zero Gap PT	44	44	44

[illegible]

Cap 169 17 155  
Zero DV PI 169 17 155  
Continued on p. 155

Zero One Prod.	57	981
Unico.	1341	127
Carverton Scott Inc.	220	221
Cap	598	115
Zero One Prod.	198	187
Unico.	220	161
Barthons Shores Co.	80	101
Senior Zero Prod.	1211	124
Junior Zero Prod.	120	120
Cap	184	112
Cap	172	185
Clamped Pn	142	167
Barthons Shores Co.	93	85
Warranter	10	18
Pvt	1044	1012







## OFFSHORE AND OVERSEAS

**BERMUDA** (SIB RECOGNISED)

[illegible]

**GUERNSEY (REGULATED)(\*)**

[illegible]

**BERMUDA (REGULATED)(\*\*)**

[illegible]

**GUERNSEY (SIB RECOGNISED)**

[illegible]**IRELAND (SIB RECOGNISED)**[illegible]

**IRELAND (REGULATED)(<sup>1</sup>)**

[illegible]

**THE**

ISLE OF MAN	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599	1598	1597	1596	1595	1594	1593	1592	1591	1590	1589	1588	1587	1586	1585	1584	1583	1582	1581	1580	1579	1578	1577	1576	1575	1574	1573	1572	1571	1570	1569	1568	1567	1566	1565	1564	1563	1562	1561	1560	1559	1558	1557	1556	1555	1554	1553	1552	1551	1550	1549	1548	1547	1546	1545	1544	1543	1542	1541	1540	1539	1538	1537	1536	1535	1534	1533	1532	1531	1530	1529	1528	1527	1526	1525	1524	1523	1522	1521	1520	1519	1518	1517	1516	1515	1514	1513	1512	1511	1510	1509	1508	1507	1506	1505	1504	1503	1502	1501	1500	1499	1498	1497	1496	1495	1494	1493	1492	1491	1490	1489	1488	1487	1486	1485	1484	1483	1482	1481	1480	1479	1478	1477	1476	1475	1474	1473	1472	1471	1470	1469	1468	1467	1466	1465	1464	1463	1462	1461	1460	1459	1458	1457	1456	1455	1454	1453	1452	1451	1450	1449	1448	1447	1446	1445	1444	1443	1442	1441	1440	1439	1438	1437	1436	1435	1434	1433	1432	1431	1430	1429	1428	1427	1426	1425	1424	1423	1422	1421	1420	1419	1418	1417	1416	1415	1414	1413	1412	1411	1410	1409	1408	1407	1406	1405	1404	1403	1402	1401	1400	1399	1398	1397	1396	1395	1394	1393	1392	1391	1390	1389	1388	1387	1386	1385	1384	1383	1382	1381	1380	1379	1378	1377	1376	1375	1374	1373	1372	1371	1370	1369	1368	1367	1366	1365	1364	1363	1362	1361	1360	1359	1358	1357	1356	1355	1354	1353	1352	1351	1350	1349	1348	1347	1346	1345	1344	1343	1342	1341	1340	1339	1338	1337	1336	1335	1334	1333	1332	1331	1330	1329	1328	1327	1326	1325	1324	1323	1322	1321	1320	1319	1318	1317	1316	1315	1314	1313	1312	1311	1310	1309	1308	1307	1306	1305	1304	1303	1302	1301	1300	1299	1298	1297	1296	1295	1294	1293	1292	1291	1290	1289	1288	1287	1286	1285	1284	1283	1282	1281	1280	1279	1278	1277	1276	1275	1274	1273	1272	1271	1270	1269	1268	1267	1266	1265	1264	1263	1262	1261	1260	1259	1258	1257	1256	1255	1254	1253	1252	1251	1250	1249	1248	1247	1246	1245	1244	1243	1242	1241	1240	1239	1238	1237	1236	1235	1234	1233	1232	1231	1230	1229	1228	1227	1226	1225	1224	1223	1222	1221	1220	1219	1218	1217	1216	1215	1214	1213	1212	1211	1210	1209	1208	1207	1206	1205	1204	1203	1202	1201	1200	1199	1198	1197	1196	1195	1194	1193	1192	1191	1190	1189	1188	1187	1186	1185	1184	1183	1182	1181	1180	1179	1178	1177	1176	1175	1174	1173	1172	1171	1170	1169	1168	1167	1166	1165	1164	1163	1162	1161	1160	1159	1158	1157	1156	1155	1154	1153	1152	1151	1150	1149	1148	1147	1146	1145	1144	1143	1142	1141	1140	1139	1138	1137	1136	1135	1134	1133	1132	1131	1130	1129	1128	1127	1126	1125	1124	1123	1122	1121	1120	1119	1118	1117	1116	1115	1114	1113	1112	1111	1110	1109	1108	1107	1106	1105	1104	1103	1102	1101	1100	1099	1098	1097	1096	1095	1094	1093	1092	1091	1090	1089	1088	1087	1086	1085	1084	1083	1082	1081	1080	1079	1078	1077	1076	1075	1074	1073	1072	1071	1070	1069	1068	1067	1066	1065	1064	1063	1062	1061	1060	1059	1058	1057	1056	1055	1054	1053	1052	1051	1050	1049	1048	1047	1046	1045	1044	1043	1042	1041	1040	1039	1038	1037	1036	1035	1034	1033	1032	1031	1030	1029	1028	1027	1026	1025	1024	1023	1022	1021	1020	1019	1018	1017	1016	1015	1014	1013	1012	1011	1010	1009	1008	1007	1006	1005	1004	1003	1002	1001	1000	999	998	997	996	995	994	993	992	991	990	989	988	987	986	985	984	983	982	981	980	979	978	977	976	975	974	973	972	971	970	969	968	967	966	965	964	963	962	961	960	959	958	957	956	955	954	953	952	951	950	949	948	947	946	945	944	943	942	941	940	939	938	937	936	935	934	933	932	931	930	929	928	927	926	925	924	923	922	921	920	919	918	917	916	915	914	913	912	911	910	909	908	907	906	905	904	903	902	901	900	899	898	897	896	895	894	893	892	891	890	889	888	887	886	885	884	883	882	881	880	879	878	877	876	875	874	873	872	871	870	869	868	867	866	865	864	863	862	861	860	859	858	857	856	855	854	853	852	851	850	849	848	847	846	845	844	843	842	841	840	839	838	837	836	835	834	833	832	831	830	829	828	827	826	825	824	823	822	821	820	819	818	817	816	815	814	813	812	811	810	809	808	807	806	805	804	803	802	801	800	799	798	797	796	795	794	793	792	791	790	789	788	787	786	785	784	783	782	781	780	779	778	777	776	775	774	773	772	771	770	769	768	767	766	765	764	763	762	761	760	759	758	757	756	755	754	753	752	751	750	749	748	747	746	745	744	743	742	741	740	739	738	737	736	735	734	733	732
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DATE	12/12/2011	TIME	14:00
NAME	John Doe	AGE	45
ADDRESS	123 Main St	CITY	New York
STATE	NY	ZIP	10001
PHONE	212-555-1234	FAX	212-555-5678
EMAIL	john.doe@company.com	STATUS	Active
REMARKS	Customer since 2005. No complaints.		

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Global Opportunity..	511.94		
The Archipelago Fund Sncv			
The Arctic Ocean Fund			

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**FT MANAGED FUNDS SERVICE**[illegible]







WORLD STOCK MARKETS

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EUROPE

AMSTERDAM (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Amsterdam 100	100.00	100.00	100.00	100.00	100.00

BRUSSELS (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Brussels 100	100.00	100.00	100.00	100.00	100.00

PARIS (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Paris 100	100.00	100.00	100.00	100.00	100.00

BERLIN (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Berlin 100	100.00	100.00	100.00	100.00	100.00

MILAN (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Milan 100	100.00	100.00	100.00	100.00	100.00

STOCKHOLM (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Stockholm 100	100.00	100.00	100.00	100.00	100.00

OSLO (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Oslo 100	100.00	100.00	100.00	100.00	100.00

HELSINKI (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Helsinki 100	100.00	100.00	100.00	100.00	100.00

ATHENS (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Athens 100	100.00	100.00	100.00	100.00	100.00

TEHRAN (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Tehran 100	100.00	100.00	100.00	100.00	100.00

NEW DELHI (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
New Delhi 100	100.00	100.00	100.00	100.00	100.00

MUMBAI (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Mumbai 100	100.00	100.00	100.00	100.00	100.00

ASIA

TOKYO (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Tokyo 100	100.00	100.00	100.00	100.00	100.00

SEOUL (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Seoul 100	100.00	100.00	100.00	100.00	100.00

OSAKA (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Osaka 100	100.00	100.00	100.00	100.00	100.00

MANILA (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Manila 100	100.00	100.00	100.00	100.00	100.00

COLOMBO (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Colombo 100	100.00	100.00	100.00	100.00	100.00

DELHI (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Delhi 100	100.00	100.00	100.00	100.00	100.00

KUALA LUMPUR (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Kuala Lumpur 100	100.00	100.00	100.00	100.00	100.00

SINGAPORE (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Singapore 100	100.00	100.00	100.00	100.00	100.00

BANGKOK (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Bangkok 100	100.00	100.00	100.00	100.00	100.00

HO CHI MINH (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Ho Chi Minh 100	100.00	100.00	100.00	100.00	100.00

HAIPHONG (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Haiphong 100	100.00	100.00	100.00	100.00	100.00

YOKOHAMA (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Yokohama 100	100.00	100.00	100.00	100.00	100.00

AFRICA

JOHANNESBURG (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Johannesburg 100	100.00	100.00	100.00	100.00	100.00

CAPE TOWN (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Cape Town 100	100.00	100.00	100.00	100.00	100.00

ACCRA (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Accra 100	100.00	100.00	100.00	100.00	100.00

ADDIS ABABA (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Addis Ababa 100	100.00	100.00	100.00	100.00	100.00

NAIROBI (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Nairobi 100	100.00	100.00	100.00	100.00	100.00

LAGOS (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Lagos 100	100.00	100.00	100.00	100.00	100.00

ABIDJAN (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Abidjan 100	100.00	100.00	100.00	100.00	100.00

CONAKRY (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Conakry 100	100.00	100.00	100.00	100.00	100.00

DAKAR (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Dakar 100	100.00	100.00	100.00	100.00	100.00

NOUAKHOTT (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Nouakhott 100	100.00	100.00	100.00	100.00	100.00

PORT-NOUVEAU (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Port-Nouveau 100	100.00	100.00	100.00	100.00	100.00

ST. LOUIS (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
St. Louis 100	100.00	100.00	100.00	100.00	100.00

**Rockwell supplies virtually every European car manufacturer with automotive components and systems**

Rockwell

Automotive • Aeronautics • Telecommunications • Defense Electronics • Aerospace • Automotive • Graphic Systems

US INDICES

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Dow Jones	100.00	100.00	100.00	100.00	100.00
S&P 500	100.00	100.00	100.00	100.00	100.00
NASDAQ	100.00	100.00	100.00	100.00	100.00

INDICES

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Amsterdam 100	100.00	100.00	100.00	100.00	100.00
Brussels 100	100.00	100.00	100.00	100.00	100.00
Paris 100	100.00	100.00	100.00	100.00	100.00
Berlin 100	100.00	100.00	100.00	100.00	100.00
Milan 100	100.00	100.00	100.00	100.00	100.00
Stockholm 100	100.00	100.00	100.00	100.00	100.00
Oslo 100	100.00	100.00	100.00	100.00	100.00
Helsinki 100	100.00	100.00	100.00	100.00	100.00
Athens 100	100.00	100.00	100.00	100.00	100.00
Tehran 100	100.00	100.00	100.00	100.00	100.00
New Delhi 100	100.00	100.00	100.00	100.00	100.00
Mumbai 100	100.00	100.00	100.00	100.00	100.00
Kuala Lumpur 100	100.00	100.00	100.00	100.00	100.00
Singapore 100	100.00	100.00	100.00	100.00	100.00
Bangkok 100	100.00	100.00	100.00	100.00	100.00
Ho Chi Minh 100	100.00	100.00	100.00	100.00	100.00
Haiphong 100	100.00	100.00	100.00	100.00	100.00
Yokohama 100	100.00	100.00	100.00	100.00	100.00
Johannesburg 100	100.00	100.00	100.00	100.00	100.00
Cape Town 100	100.00	100.00	100.00	100.00	100.00
Accra 100	100.00	100.00	100.00	100.00	100.00
Addis Ababa 100	100.00	100.00	100.00	100.00	100.00
Nairobi 100	100.00	100.00	100.00	100.00	100.00
Lagos 100	100.00	100.00	100.00	100.00	100.00
Abidjan 100	100.00	100.00	100.00	100.00	100.00
Conakry 100	100.00	100.00	100.00	100.00	100.00
Dakar 100	100.00	100.00	100.00	100.00	100.00
Nouakhott 100	100.00	100.00	100.00	100.00	100.00
Port-Nouveau 100	100.00	100.00	100.00	100.00	100.00
St. Louis 100	100.00	100.00	100.00	100.00	100.00

AFRICA

JOHANNESBURG (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Johannesburg 100	100.00	100.00	100.00	100.00	100.00

CAPE TOWN (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Cape Town 100	100.00	100.00	100.00	100.00	100.00

ACCRA (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Accra 100	100.00	100.00	100.00	100.00	100.00

ADDIS ABABA (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Addis Ababa 100	100.00	100.00	100.00	100.00	100.00

NAIROBI (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Nairobi 100	100.00	100.00	100.00	100.00	100.00

LAGOS (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Lagos 100	100.00	100.00	100.00	100.00	100.00

ABIDJAN (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Abidjan 100	100.00	100.00	100.00	100.00	100.00

CONAKRY (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Conakry 100	100.00	100.00	100.00	100.00	100.00

DAKAR (Jan 18 / Fri)

Index	18 Jan	17 Jan	16 Jan	15 Jan	14 Jan
Dakar 100	100.00	100.00	100.00	100.00	100.00











AMERICA

# Caterpillar, IBM results support Dow

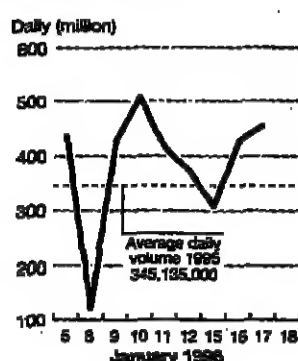
Wall Street

US stock prices were mixed in midday trading yesterday as a wave of strong earnings reports spurred gains in blue chip issues while a drop in Viacom shares sent the American Stock Exchange composite lower, writes Lisa Branstetter in New York.

At 1 pm the Dow Jones Industrial Average was 19.15 higher at 5,086.05, while the Standard & Poor's 500 slipped 0.47 to 605.90.

Volume on the New York SE came to 269m shares.

NYSE volume



The Nasdaq composite added 4.70 to 1,003.00 as investors anxiously awaited results - expected after the market closed - from Microsoft, the largest company in the index. In early trading, Microsoft shares were 3 1/2% higher at \$66.

The Amex fell 4.55 at 528.66 and losses in Viacom.

The shares of the cable group fell 1 or 2 percent to \$38 after it announced late on Wednesday that it had fired Mr Frank Biondi, its president and chief executive.

## São Paulo weakens

São Paulo was lower for the third consecutive day during midday trading on worries about the progress of the government's social security reforms being considered by congress.

Doubts emerged after the chamber of deputies delivered a defeat to the government by rejecting, late on Wednesday, a proposal which would have levied pension contributions on retired people.

By midday the Bovespa index was off 259.51 at 48,103.

The market was unsurprised

## Golds sector down in S Africa

Gold stocks fell back after a volatile day's trading during which the price of bullion slipped below the \$400 an ounce level. In contrast, industrials remained well sought, although some profit-taking was evident.

Foreign institutions were seen as sellers of gold shares in spite of encouraging quarterly results from JCI and Anglo, which appeared to have little impact on the sector at large.

Dealers forecast that there was now a strong possibility that industrials could enter a period of consolidation following the recent rises.

The overall index lost 19.8 to 6,616.9, industrials rose 13.8 to 6,621.7 and the gold shares

index receded 37.7 to 1,585.6.

De Beers declined 81.35 to R121.75 on news that an agreement with Russian diamond producers, which had been rumoured earlier in the week, was still some way off. Analysts said it was unclear how long it would take to work out an agreement on the sale of Russian gems through De Beers' London-based Central Selling Organisation.

Anglo fell 83 to R259 as investors generally ignored its forecast that it expected gold production at its Vaal Reefs Exploration and Mining gold mine to rise by about 3 percent during 1996, compared with the levels seen last year. Vaal Reefs lost R3 to R306 and JCI dipped R1 to R33.50.

EUROPE

# Fokker dives by 20% after rescue talks stall

There was heavy and persistent selling of Fokker in AMSTERDAM and the aircraft manufacturer's shares plunged at the opening of the session by 30 percent. However, they staged a partial recovery to finish off F1.70 or 20 percent at F16.90.

Investors began to sell when it appeared that talks on a financial package to rescue the group between the Dutch government and Daimler, which has a 51 percent stake, looked as if they had reached an inconclusive deadlock.

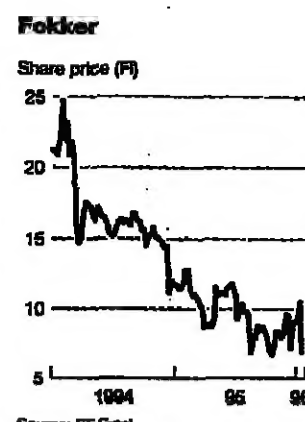
There were suggestions that the main problem in the negotiations was the fact that the Dutch state was only prepared to inject a comparatively small sum of cash into the rescue operation.

It was believed that Fokker needed an immediate injection of F12.5bn if it were to avoid insolvency, and that Daimler had hoped the state would contribute up to F1.1bn.

The AEX index softened 0.07 to 504.25.

PARIS got what it wanted when the Bank of France cut interest rates and, having talked up the market all week on the possibility, investors took profits and the CAC-40 index eased slightly, losing 5.94 to 1,960.06.

The Bank of France cut the intervention rate to 4.30 per



cent from 4.45 per cent, and also trimmed the same amount from its five-to-10 day rate.

However, there was further evidence yesterday of problems ahead as a survey of French analysts revealed that forecasts for 1995 and 1996 corporate earnings growth had again been cut.

Evidence of the general corporate malaise was provided by Générale des Eaux, off FF228 or 5 percent to FF522, after forecasting losses in 1995 from FF30m to FF3.5bn.

FRANKFURT shrugged off the Bundesbank's expected lack of action on key interest rates this time, made another couple of forays towards the 2.400 level, and lost it a little as

the Dow flattened out in the late US morning. However, the Dax index still produced another all-time closing high, 13.99 higher at an Ibis-indicated 2,389.62. Turnover was DM10.3bn.

Continental, the tyre maker, rose DM1.10, or 4.9 percent to DM23.70 for an 18.5 percent gain this month.

Mr Christopher Will at Lehman Brothers said that the company had held a meeting with automotive analysts at Hannover on Tuesday, and had said that its strategies were changing: the buzzword now was "shareholder value".

On Tuesday, said Mr Will, Continental stated it was prepared to form a joint venture, or sell its loss making US and European subsidiaries if necessary. The absence of losses here, he said, would add some 25 percent to earnings which were expected to rise from around DM1.50 for 1995 to between DM1.50, and DM1.60 in the current year.

Mrs Birgit Kuhlhoff at UBS in Zurich commented that Roche was being supported by a weakening of the franc against the dollar and expectations that the group would have the fastest growing net profit among the pharmaceuticals companies. There was also a "certain fantasy" over the level of the Jubilee bonus, yet to be announced, that the company had promised to pay to investors this year to mark its centenary.

MILAN rose 1.8 percent, supported by signs that Mr Lamberto Dini may remain as

## FT-SE Actuaries Share Indices

Jan 18	Jan 17	Jan 16	Jan 15	Jan 14	Jan 13	Jan 12	Jan 11	Jan 10	Jan 9	Jan 8
Hourly changes	Open	10.30	11.00	12.00	13.00	14.00	15.00	Close		
FT-SE Actuaries 100	1539.33	1527.20	1527.50	1529.25	1530.34	1533.69	1536.63	1537.43		
FT-SE Actuaries 200	1622.51	1622.85	1621.95	1625.85	1627.14	1631.01	1632.36	1633.89		

Jan 17	Jan 16	Jan 15	Jan 14	Jan 13	Jan 12	Jan 11	Jan 10	Jan 9	Jan 8
FT-SE Actuaries 100	1525.34	1522.85	1510.88	1514.02	1504.40				
FT-SE Actuaries 200	1618.45	1617.53	1602.89	1602.63	1594.49				

proved in line with the forecasts of Swiss analysts, but below those of their UK counterparts. The group also announced that it expected a marked increase in 1995 net income.

Roche certificates, under pressure on Wednesday after announcing 1995 sales figures, bounced back, collecting SF190 to SF193.90.

Mrs Birgit Kuhlhoff at UBS in Zurich commented that Roche was being supported by a weakening of the franc against the dollar and expectations that the group would have the fastest growing net profit among the pharmaceuticals companies. There was also a "certain fantasy" over the level of the Jubilee bonus, yet to be announced, that the company had promised to pay to investors this year to mark its centenary.

MILAN rose 1.8 percent, supported by signs that Mr Lamberto Dini may remain as

prime minister, strong bonds and a firm lira. The Comit index rose 10.73 to 588.35 while the real-time Mibtel index finished 314 higher at 9,558, off a peak of 9,588.

"The market wants Mr Dini to continue as prime minister," said Mr John Stewart at Inter Europa in Milan. "The reason that shares did not collapse when Mr Dini resigned was an expectation that he would return, but with more broadly based support."

Mr James Cornish at NatWest Markets in London, said that if Mr Dini were to be reappointed for another term, it was likely to be good news for the market. "What Italy needs is a government with enough backing to push through difficult political decisions. It could then get down to the all-important task of cutting the budget deficit."

Olivetti added L16 to L1,043 after its sharp four day slide, as the company denied that it

was in talks on a link with Bull, the French computer company.

BRUSSELS climbed to a record close, fuelled by sharply rising bonds, the stronger dollar and a further round of bank takeover speculation that pushed BBL sharply higher.

The Bel-30 index finished 12.30 higher at 1,645.04 as BBL jumped BFr200 to a new high of BFr4,240.

MADRID's utilities and banks responded to the day's interest rate news and helped the general index close 1.34 higher at a new life high of 339.67. Banesto's forecast of a sharp rise in 1995 profits left it Ptas higher at Ptas35.

In utilities, Iberdrola continued its advance after a further buy recommendation from CS First Boston. The shares rose Ptas20 to Ptas1,185, up 4.4 percent on the week so far, and by 69 percent from its 1993 low.

HELSINKI was supported by Nokia and the stronger dollar. The HEX index rose 1.7 percent to 1,708.74 in turnover of FM352m. Nokia, which accounted for 44 percent of the total volume, added FM5.90 to FM162.40.

Written and edited by William Cochrane, Michael Morgan and John Pitt

ASIA PACIFIC

# Nikkei retreats 1%, Kuala Lumpur hit by rate rise

Tokyo

The rise in the yen and an overnight decline on Wall Street depressed investor confidence and the Nikkei average fell back for the first time in three trading days on active selling by domestic institutions, writes Emilio Terrazano in Tokyo.

The 225-share index shed 200.22 or 1 percent to 20,370.04, having fluctuated between 20,297.89 and 20,537.17.

Volume was 460m shares, against 544.5m. The Topix index of all first section stocks lost 17.70 or 1.1 percent at 1,597.51 and the Nikkei 300 dipped 3.06 to 297.88. Declines led by 593 to 185, with 130 issues unchanged.

In London the ISE/Nikkei 50 index firmed 0.85 to 1,402.95.

Banks and life insurers, which need to realise profits on their portfolios ahead of the March book closing, continued to sell holdings. They took profits on consumer electronics, high-technology and steel issues during the afternoon. Overseas investors, on the other hand, bought utilities and material manufacturers.

Individuals, meanwhile, dumped speculative issues following the plunge in Kanematsu-NKK, a building materials trader, on Wednesday. The stock had been a favourite among speculators and yesterday lost Y400 to Y2,370.

Crude oil prices retreated on rumours that economic sanctions against Iraq might be lifted, paving the way for that country to resume exporting oil, and prompting a decline in oil shares. Tokuken Oil dropped Y14 to Y874 and Arabian Oil Y230 to Y4,310.

Technology issues were lower. Toshiba fell Y11 to Y320, Fujitsu Y20 to Y1,140 and Sony Y130 to Y6,500. Profit-taking also depressed steels, with Nippon Steel off Y3 at Y357.

Speculative stocks lost ground. Nitto Chemical shed Y110 to Y1,180 and Daiichi Steel Sheet Y140 to Y1,610. But Stanley Electric, an electric equip-

ment maker for cars, jumped Y15 to Y701.

In Osaka, the OSE average receded 27.27 to 21,795.04 in volume of 312.7m shares.

Roundup

KUALA LUMPUR fell sharply across the board on heavy selling triggered by Bank Negara's move to push up short-term interest rates to support the currency. The composite index ended 33.49 or 3.1 percent down at 1,038.86.

But analysts noted that the market was due for a correction after its recent sharp gains, and the central bank move magnified the selling.

SEOUL was depressed by newspaper reports that the government would not take long-awaited action to support share prices, and the composite index dipped 7.93 to 948.14.

Securities houses also pressured the index with continued selling to raise funds for entry into the investment trust business early in the first quarter.

Samsung Electronics fell Won1,500 to Won128,500 and LG Electronics was Won700 lower at Won24,300.

Trading in Woosung Construction was halted after it defaulted on debts. Woosung Tire, its subsidiary, fell Won600 to its lower limit of Won3,800, while Korea First Bank, a major holder of Woosung's debt, lost Won200 at Won70.

BOMBAY recovered from intra-day lows, but remained worried by the underlying political problems. The BSE-30 index shed 22.51 to 2,940.40.

Dealers said the market fell initially on concern about corruption charges that had been laid against several leading politicians, before it regained some ground on short-covering and bargain hunting.

Corporate stories included Tisco, down Rs4.75 to a new 52-week closing low of Rs167.50. Dealers said the stock was affected by fears that a slowdown in the domestic economy might affect demand for its steel products.

BANGKOK was sharply off

as profits were taken following the decline in some of the region's major markets. The SET index receded 16.86 or 1.2 percent to 1,354.71 in heavy turnover of Bt8.8bn, with finance and bank issues bearing the brunt of selling.

Brokers said the market also turned weaker on reports that the central bank had asked commercial banks to delay cutting lending rates until domestic economic fundamentals had improved.

Nava Finance shed Bt2.50 to Bt28 on a rumour that its foreign partner, W.I. Carr, might pull out of its co-operation agreement when the annual contract expires later this year.

STONEY gathered profits in BHP, CRA and banks, and this

activity offset sharp gains in the golds sector. The All Ordinaries index edged up 0.1 to 2,950.4 in volume of 278.2m shares worth A\$531.2m. The golds index rose 54.3 or 2.8 percent to 2,134.8.

TAIPEI recovered from early losses in thin trade on bargain hunting. The weighted index added 10.72 at 5,028.20, having touched 4,987.98.

MANILA ended lower for the third consecutive session as fears over the inflationary impact of a rise in the minimum daily wage hurt sentiment. The composite index tumbled 17.5 to 2,731.27.

HONG KONG closed moderately easier in reaction to the latest batch of cash calls and Wall Street's weakness over-

night. The Hang Seng index shed 57.33 to 10,536.49 in turnover of HK\$9.9bn, which included a HK\$3.6bn Hong Kong Telecom placement by Citic Pacific and one by property company Chinese Estates worth HK\$425m.

HK Telecom retreated 55 cents to HK\$14.55 after Citic Pacific and its parent sold 253m Telecom shares at HK\$14.35 each. Citic Pacific climbed 35 cents to HK\$28.50.

Chinese Estates held steady at HK\$6.30 after its chairman placed 68m shares with institutions at HK\$6.35 each.

Analysts added that there was talk of an issue of 25m warrants on HSBC at HK\$2.36 each. The banking giant repeated Wednesday's perfor-

mance, rising HK\$1 to HK\$119.

SINGAPORE was weak for much of the day on profit-taking, forced selling and some small-scale short sales before some late demand enabled the Straits Times Industrial index to close 6.21 up at 2,396.27.

Malaysia's Berjaya Group was actively traded, falling 45 cents to 98.50 cents after reporting a 77 percent plunge in its first-half net earnings.

SHANGHAI and SHENZHEN's local currency A shares dropped on fears of market indigestion after Inner Mongolia Yili was cleared to issue 17.2m shares on January 25. Shanghai's A index fell 21.92 or 3.5 percent to 530.02 and Shenzhen's A index 3.57 or 0.2 percent to 108.75.



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## FT/S&P ACTUARIES WORLD INDICES

The FT/S&P Actuaries World Indices are owned by The Financial Times Ltd., Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by The Financial Times and Goldman Sachs in conjunction with the Institute of Actuaries and the Faculty of Actuaries. NetWest Securities Ltd. was a co-founder of the indices.

NATIONAL AND REGIONAL MARKETS	US Dollar Index	Day's Change %	WEDNESDAY JANUARY 17 1996					THURSDAY JANUARY 18 1996					DOLLAR INDEX		
			Pound Sterling	Yen Index	DM Index	Local on day	Gross Div. Yield	US Dollar Index	Yen Index	DM Index	Local on day	52 week High	52 week Low	Age (approx)	
Australia (B1)	191.91	-0.2	165.90	127.95	148.12	172.30	0.1	3.88	192.38	155.36	128.92	145.78	172.04	157.95	165.82
Austria (B2)	182.48	-0.8	178.76	121.66	138.89	138.75	-0.4	1.59	183.98	177.28	122.92	138.45	138.25	167.48	178.04
Belgium (B4)	213.19	-0.1	206.52	142.15	162.33	158.25	0.3	3.30	213.44	205.65	142.58	191.74	197.75	215.22	168.98
Brunei (B8)	150.38	-0.3	148.58	102.27	118.79	274.47	-0.3	1.81	152.89	148.28	102.80	118.61	273.38	180.23	86.06
Canada (101)	148.24	0.0	144.57	99.51	113.83	147.87	0.2	2.82	148.21	143.76	98.88	113.07	147.84	153.18	121.81
Denmark (B8)	301.48	-0.4	292.05	201.02	229.58	232.27	0.1	1.41	302.74	291.70	202.24	228.41	231.54	302.74	246.19
Finland (B4)	174.91	-0.8	169.43	116.62	133.18	163.33	0.1	1.95	175.94	169.50	117.54	133.33	163.11	276.11	171.13
France (B2)	184.40	0.1	178.64	122.98	140.41	144.75	0.8	3.01	184.12	177.41	123.00	139.82	143.93	191.17	167.75
Germany (B2)	167.69	-0.8	162.44	111.91	127.88	127.88	-0.2	1.87	168.77	162.61	112.75	127.88	127.88	188.49	138.77
Hong Kong (B8)	412.69	-0.9	398.12	275.18	314.23	408.97	0.9	11.87	410.27	401.98	278.09	315.44	413.23	418.27	320.32
Ireland (B8)	281.11	0.3	282.94	174.11	198.82	232.34	0.9	3.90	280.29	280.80	173.89	187.34	230.38	262.70	204.57
Italy (B2)	72.97	0.0	70.89	48.66	55.56	88.29	0.4	1.88	72.85	70.28	48.75	55.28	85.88	82.71	65.45
Japan (B2)	153.84	0.3	149.02	102.87	117.13	102.57	0.1	0.74	153.38	147.77	102.45	118.22	102.45	164.82	136.95
Malaysia (B8)	525.40	0.1	508.87	350.33	400.05	517.51	-0.1	1.61	504.74	505.00	350.55	397.04	517.97	561.98	448.87
Mexico (B8)	1138.78	0.1	1103.16	759.32	867.10	933.15	-0.3	1.49	1137.83	1098.33	780.12	892.59	920.76	1257.14	647.81
Netherlands (B8)	274.06	-0.3	265.49	182.74	208.88	205.15	0.2	3.18	274.98	264.93	183.88	208.36	204.84	280.49	217.89
New Zealand (B4)	77.26	-1.2	75.13	51.71	59.05	62.14	-1.2	4.67	78.52	76.86	52.45	59.20	62.93	85.49	71.22
Norway (B2)	230.33	-0.7	222.12	153.58	175.38	208.72	-0.2	2.09	232.05	223.59	155.02	175.94	201.20	243.79	202.78
Singapore (B4)	430.33	0.4	418.87	289.94	327.85	380.81	-0.3	1.43	430.58	422.85	289.51	327.77	430.33	513.94	351.89
South Africa (B2)	429.05	0.8	415.83	288.08	328.69	341.52	0.8	3.47	425.54	411.01	284.55	322.54	338.71	429.05	305.75
Spain (B7)	186.20	-0.1	181.00	110.82	128.55	158.37	0.5	3.85	186.41	180.34	111.17	128.11	154.67	168.91	124.10
Sweden (B7)	325.85	-1.2	286.08	203.80	232.73	301.73	-0.8	1.89	300.44	298.15	208.72	234.49	309.52	324.51	238.23
Switzerland (B2)	228.11	-1.3	219.04	150.77	172.17	185.63	-0.7	1.41	220.15	220.70	153.08	173.64	186.86	228.55	191.19
Thailand (B4)	164.68	0.0	178.80	122.14	140.82	181.17	0.0	2.25	184.70	177.98	123.39	139.96	181.18	183.37	130.15
United Kingdom (B2)	227.95	-0.7	220.83	152.00	173.58	220.83	-0.2	4.20	228.39	221.22	153.36	173.98	221.22	232.23	191.53
USA (B2)	246.97	-0.2	239.24	164.88	188.05	246.97	-0.2	2.29	247.48	238.45	165.33	187.54	247.48	283.50	180.22
Argentina (B7)	225.69	-0.2	218.63	150.49	171.85	189.89	-0.2	2.28	226.14	217.89	151.07	171.37	180.06	231.18	175.22
Europe (B2)	200.51	-0.6	194.23	135.88	152.67	172.88	-0.1	0.94	201.88	194.28	134.71	152.81	172.78	204.22	168.13
Europe (B2)	200.51	-0.9	193.90	131.44	152.29	172.88	-0.1	1.89	204.70	204.66	133.51	153.15	172.78	204.22	168.13
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